INTERNATIONAL TRADE CENTRE

UNITED NATIONS CONFERENCE
ON TRADE AND DEVELOPMENT

GENERAL AGREEMENT
ON TARIFFS AND TRADE

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BUDGET ESTIMATES

FOR

THE FINANCIAL YEAR 1970

REPORT BY THE SECRETARY-GENERAL OF UNCTAD
AND THE DIRECTOR-GENERAL OF GATT

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BUDGET ESTIMATES FOR THE FINANCIAL YEAR 1970

Introduction by the Secretary-General of UNCTAD and the Director-General of GATT

1. By resolution 2297(XXII) of 12 December 1967 the United Nations General Assembly approved the accord establishing the International Trade Centre, effective 1 January 1968, to be operated jointly by UNCTAD and the General Agreement on Tariffs and Trade (GATT) on a continuing basis and in equal partnership. The CONTRACTING PARTIES to the GATT took a parallel decision on 22 November 1967 (document SR.24/14). These decisions were taken with a view to integrating the resources and activities of UNCTAD and GATT in the field of export promotion.

2. From the Centre's inception in May 1964 to its establishment in 1968 as a joint Centre it had been operated by the GATT. Since 1967 the Centre has undergone a substantive change. From what was primarily a head-office research operation directed to advising on trade opportunities for exports of developing countries and the means by which these opportunities could be exploited it has become, in addition, a growing technical assistance operation to help developing countries to formulate export promotion programmes and to build up the necessary specialized institutions and services for the implementation of these programmes. This new trend has been accelerated by two factors: (a) UNCTAD's participation in the Trade Centre since 1968 has brought the Centre into a closer working relationship with the United Nations technical co-operation programmes, in particular the UNDP; (b) the willingness of a number of developed countries unilaterally to finance aid projects for developing countries in the field of export promotion, to be operated by or through the Centre. The Joint UNCTAD/GATT Advisory Group on the International Trade Centre has approved the policy outlined above and this is reflected in the work programme (document ITC/AG/5) and the Group's report (document ITC/AG/7).

3. In the light of this general concept the overall level of the proposed regular Centre establishment for 1970 reflects the following minimum staff requirements:

(a) a base Centre staff required for implementation of the proposed work programme formulated in the light of the demands made on the Centre by developing countries and its experience in meeting such demands;

(b) a base staff required to help developing countries formulate requests for country, regional and inter-regional assistance projects to be financed from the United Nations Development Programme. Such formulation must be based on a prior proper study and evaluation of the specific need of each country. On the basis of an assessment of costs of current technical assistance country projects financed by UNDP and estimates of projects under submission to the UNDP, it can be envisaged that, in 1970, the UNDP will finance country and regional projects totalling at least $1 million. Any forthcoming overhead contributions accruing to the Centre in respect of these projects will be used for the strengthening of the base staff needed to provide adequate supervision and assistance for the execution of these projects;

(c) a base staff required to process requests for assistance as under (b) above, to be financed from unilateral contributions. It is estimated that, in 1970, these unilateral contributions will amount to approximately $1 million. Forthcoming overhead contributions will again be used as stated in (b) above.

4. In order to carry out the 1970 work programme as described in detail in documents ITC/AG/5 and ITC/AG/5/Corr.1 and approved by the Joint UNCTAD/GATT Advisory Group in its report (document ITC/AG/7) a regular establishment of 38 professional and 47 general service posts is considered a minimum requirement. Consequently the 1970 draft estimates include proposals for 3 additional professional and 3 additional general service posts as compared with the 1969 establishment (including one post under supporting staff). Four professional and 3 general service posts are proposed for regrading. As indicated in paragraphs (b) and (c) above the regular staffing proposals are based on the expectation that overhead contributions will accrue to the Centre for the purpose of adequately strengthening the base staff as and when required. The Secretary-General of UNCTAD and the Director-General of GATT have given considerable thought to the question of reinforcing the Office of the Director and provision has been made for a progressive strengthening of the Office in 1970 and 1971. Should the need arise to provide further support to the Office of the Director at an earlier date, the executive heads of UNCTAD and GATT will make internal arrangements within the budgetary provisions made.

5. The total expenditure estimates for the 1970 budget amount to $1,237,000. This compares with a level of $971,000 for 1969, and represents an increase of $266,000. In addition, the GATT and the United Nations will continue to provide certain services without cost to the Centre budget.

6. The net increase of 1970 requirements over 1969 regular budget resources amounting to $266,000 can be summarised as follows:

(a) Increases in prices and costs:			
- Staff costs:			
- Retardation factor for new posts established in 1969	$93,000		
- Salary scale adjustments	$63,500		
- Step increases and regradings	$24,500		
- Other increases in common staff costs	$ 7,400	$188,400	
- Rental of premises and related expenses		$ 26,000	
- General expenses, printing, reproduction and distribution		$ 14,400	$228,800
(b) Increases in programme and activities:			
- Staff costs:			
- 3 new professional and 3 new general service posts		$ 48,500	
- Temporary assistance		$ 10,000	
- Permanent equipment		$ 2,500	$ 61,000
			$289,800
(c) Decreases:			
- Consultants		($ 10,000)	
- Travel		($ 13,800)	($ 23,800)
			$266,000

Details are given in the Explanatory Notes.

7. Taking into consideration, inter alia, the Advisory Group's discussions, the present regular budget no longer accounts for overhead contributions. Certain increases which were shown under the budgetary requirements in document ITC/AG/5, as well as the amount of $23,800 (paragraph 6(c) above), which was authorized under the 1969 budget, will be financed in 1970 from overhead contributions outside the regular budget.

8. The estimate for miscellaneous income has been set at $8,000, leaving net expenditure of $1,229,000 to be shared between the GATT and the United Nations. The GATT contribution would remain at the 1968/1969 level of $671,600 and that of the United Nations would amount to $557,400.

9. The estimates contained in this document must be considered in conjunction with the Work Programme of the International Trade Centre UNCTAD/GATT and its Budgetary Requirements for 1970 and 1971 (documents ITC/AG/5 and ITC/AG/5/Corr.1). The work programme also contains planning estimates for 1971.

A. EXPENDITURE ESTIMATES

SUMMARY OF 1970 EXPENDITURE ESTIMATES

Section		Amount in US dollars 1968 Expenditure	 1969 Appropriations	 1970 Estimates
	PART I: DIRECT OPERATIONAL COST OF THE CENTRE			
1	Salaries and wages	370,852	411,300	560,700
2	Common staff costs	89,911	128,000	174,800
3	Travel on official business	45,246	68,800	55,000
4	Hospitality	786	1,000	1,000
5	Permanent equipment	8,500	10,000	12,500
6	General expenses	53,420	65,400	96,000
7	Printing	60,948	89,500	93,600
	Total Part I:	629,663	774,000	993,600
	PART II: SERVICES PROVIDED THROUGH UNCTAD AND GATT SECRETARIATS			
8	Salaries of staff providing services to the Centre	78,543	161,100	198,100
9	Common staff costs for posts under Section 8	21,934	35,900	45,300
	Total Part II:	100,477	197,000	243,400
	Grand Total	730,140[1]	971,000	1,237,000

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[1] No separate International Trade Centre accounts were kept for 1968. Figures shown have been extracted from 1968 GATT accounts.

EXPLANATORY NOTES ON 1970 EXPENDITURE ESTIMATES

PART I: DIRECT OPERATIONAL COST OF THE CENTRE

Section 1 - Salaries and Wages - $560,700

1969: $411,300
1968: $370,852

		1968 Expenditure US$	1969 Appropriations US$	1970 Estimates US$
(i)	Established posts	260,965	388,300	537,700
(ii)	Consultants	13,360	10,000	-
(iii)	Temporary assistance	94,678	12,000	21,000
(iv)	Overtime and night differential	1,849	1,000	2,000
	Total	370,852	411,300	560,700

(i) Established posts - $537,700

1969: $388,300
1968: $260,965

The estimate under this section covers the salaries of the base staff of the Centre. The total number of posts proposed for 1970 is 65, of which 32 are professional and 33 are general service posts (see manning table on page 13). The estimate provides for the following payments:

Professional posts:

Salaries as per salary scales effective from 1 January 1969;

Post adjustment as per scale Class 1 effective 1 January 1969; on the basis of projection of the trend of the cost-of-living index, an upward revision of the post classification for Geneva is anticipated in the course of 1969 and therefore the Class 2 post adjustment would be payable for the full year 1970;

Assignment allowance payable in accordance with Staff Rules.

General service category posts:

Salaries as per salary scale effective from 1 January 1969; adjustment of this scale as from 1 January 1970 in accordance with the decision taken in December 1967 by the Executive Heads of the Geneva-based agencies;

Language allowance payable in accordance with Staff Rules;

Non-resident's allowance (Swiss francs 1,800 per annum) for each non-locally recruited staff member.

The increase of $149,400, as compared with the 1969 approved credit of $388,300, is accounted for by:

(a) the creation of new posts (a delayed recruitment deduction of 50 per cent has been applied for professional posts and 20 per cent for general service posts):

  (i) 3 professional posts - $18,200
  (ii) 2 general service posts - $9,500

(b) the regrading of 4 professional and 3 general service posts - $10,300

(c) the retardation factor for new posts established in 1969:

  (i) 9 professional posts - $45,000
  (ii) 17 general service posts - $15,000

(d) professional category salary scales adjustment effective 1 January 1969 - $16,000

(e) post adjustment from Class 1 to 2 for full year 1970 - $13,100

(f) adjustment of general service category salary scales for full year 1970 - $9,700

(g) regular salary increments - $6,000

(h) appointments made at higher salary level than that provided in the 1969 budget and provision for assignment allowance not included in 1969 - $6,600.

NEW POSTS

Office of the Director — 1 Registry Clerk, G.4

The workload of the Registry has grown to a point where it has become impossible for two registry clerks to handle the volume of work. For the whole of 1969 an additional clerk has been engaged on temporary assistance to cope with the increased workload and, in addition, considerable overtime has been incurred. It is proposed to regularize this by providing for a post on the manning table.

Publications Service — 1 Copy Editor (Spanish), P.2

Although the publications programme of the Centre includes extensive documentation in Spanish (all regular publications including the FORUM are issued in English, French and Spanish) there is no staff member who can deal adequately with copy editing in this language. The texts are very often of a highly technical nature and need to be edited by someone with experience and knowledge of the specialized field involved. There are no available facilities either in UNCTAD or in GATT for this extensive copy editing in Spanish as required for the publications programme.

Training Programme — 1 Training Officer (Spanish), P.3/P.4

To meet the increasing demands for training courses in the Spanish language it is essential to provide for a post of training officer who is capable of programming and supervising courses in this language. The Centre has at present provision for two training officers, one working in English and the other in French. The Joint UNCTAD/GATT Advisory Group on the Trade Centre recommended that the training activities of the Centre should be strengthened.

Approval is requested for a P.3/P.4 post since considerable difficulties have been encountered in recruiting a competent French language training officer at P.3 level. It will probably be even more difficult to find one in the Spanish language. The Centre will make every effort to recruit at P.3, but if this should prove to be impossible it should have provision to recruit at P.4.

Trade Promotion Advisory Service — 1 Secretary, G.5

The current workload of the Trade Promotion Advisory Service has increased considerably as a result of the support the Trade Centre provides to field projects financed from United Nations Technical Assistance Programmes. The need for secretarial services has consequently increased and temporary assistance funds are being used extensively in 1969 to provide secretarial support to the trade promotion services. Since it is envisaged that these requirements will grow further in 1970, it is proposed to provide a post of senior secretary.

Documentation Unit 1 Chief, Documentation Unit, P.4

The Documentation Unit of the Centre has become a focal point for research activities carried out in all sections of the Centre. While it was originally established to support only the Market Information Service, there has been a very marked increase both in the diversity and volume of work it is now called upon to handle. It is considered essential that the Documentation Unit should be re-organized as a separate entity capable of servicing the entire Centre. It will need to be headed by a professional officer with considerable experience in the organization and operation of documentation services.

REGRADINGS

Office of the Director 1 Senior Executive Officer, P.4 to Chief Executive Officer, P.5

Efforts made to recruit a suitable officer for this post at P.4 level have proved unsuccessful. In the management of the Centre, this is the third post after the Director and Deputy Director and involves planning, co-ordinating and supervisory responsibilities for which the P.4 level is inadequate. The incumbent of this post will be additionally responsible for co-ordinating the activities of the Centre with those of other agencies and bodies participating in the United Nations Export Promotion Programme.

1 Programme and Reports Officer, from P.2 to P.3

The responsibilities of the Programme and Reports Officer have increased considerably as this officer is responsible for assisting the Directorate in the planning and programming of the expanding activities financed by unilateral contributions made by developed countries to the Centre. This officer is also responsible for the drafting of the increasing volume of reports that have to be made to the parent bodies of the Centre as well as to other agencies and bodies with which the Trade Centre collaborates.

Market Information Service 1 Economic Affairs Officer, P.3 to Senior Market Research Officer, P.4

The Market Information Service is divided into five groups. The head of each group who has supervisory functions over the work of the group should be a senior officer. At present there are only four senior officers at P.4 level. It is proposed to upgrade one post of P.3 to P.4 in order to provide a supervisor for the fifth group. A P.3 officer at present acts in this capacity and supervises other officers of the same level. This is unsatisfactory from all points of view.

Market Information Service (cont'd) — 2 Research Assistants, G.5/G.6 to Market Research Officers, P.1/P.2

In order to build up a cadre of reliable market research officers it has been the policy of the Centre to recruit at the research assistant level a few young graduates with a view to assess their competence for market research work. Those research assistants who prove themselves competent in this field are promoted after some years to junior professional posts. It will not be necessary in 1970 to create new posts of research assistants in place of those upgraded.

Training Programme — 1 Training Officer, P.4 to Chief, Training Programme, P.5

The activities of the Training Section have grown, both in volume and in the diversity of courses provided, to the point where a Chief of Training Programme is needed as the Office of the Director cannot continue to perform this function. It is, therefore, proposed to upgrade the post of Training Officer (P.4) to Chief, Training Programme (P.5). Since the Joint UNCTAD/GATT Advisory Group on the Trade Centre has been emphatic that the Centre should continue to provide more training facilities, this proposal is in line with the importance attached to the Service.

INTERNATIONAL TRADE CENTRE UNCTAD/GATT

ESTABLISHED POSTS

	Year	Professional Category and above								General Service Category							Total
		D2	D1	P5	P4	P3	P2	P1	Sub-Total	G7	G6	G5	G4	G3	G2	Sub-Total	
Office of the Director...........	1969	1	1	-	1	-	1	-	4	-	-	3	2	2	-	7	11
	1970	1	1	1	-	1	-	-	4	-	1	2	3	2	-	8	12
Market Information Service.......	1969	-	-	-	4	3	3	-	10	1	5	-	2	2	1	11	21
	1970	-	-	-	5	2	5	-	12	1	3	-	2	2	1	9	21
Publications Service.............	1969	-	-	1	1	2	-	1	5	-	-	1	3	-	2	6	11
	1970	-	-	1	1	2	1	1	6	-	-	1	3	-	2	6	12
Training Programme...............	1969	-	-	-	1	1	1	-	3	-	-	-	1	1	-	2	5
	1970	-	-	1	1	1	1	-	4	-	-	-	1	1	-	2	6
Trade Promotion Advisory Service.	1969	-	-	1	2	1	-	-	4	-	-	-	2	-	-	2	6
	1970	-	-	1	2	1	-	-	4	-	-	1	2	-	-	3	7
Documentation Unit...............	1969	-	-	-	-	-	-	1	1	-	-	2	1	1	1	5	6
	1970	-	-	-	1	-	-	1	2	-	-	2	1	1	1	5	7
TOTALS	1969	1	1	2	9	7	5	2	27	1	5	6	11	6	4	33	60
	1970	1	1	4	10	7	7	2	32	1	4	6	12	6	4	33	65

(ii) Consultants - $ -

1969: $10,000
1968: $13,360

It is proposed that the cost of consultants to be recruited for short-term missions in 1970 be financed from overhead contributions outside the regular budget.

(iii) Temporary assistance - $21,000

1969: $12,000
1968: $94,678

This item provides for temporary assistance during peakload periods, and during the absence of regular staff on maternity and extended sick leave.

The estimate has been increased in order to provide additional support to the Office of the Director for the exercise of closer supervision over all the operations of the Centre, including internal evaluation of projects.

(iv) Overtime and night differential - $2,000

1969: $1,000
1968: $1,849

The estimate under this item provides for overtime payments to regular and temporary staff of the general service category required to work beyond working hours and at week-ends.

Section 2 - Common Staff Costs - $174,800

1969: $128,000
1968: $ 89,911

The estimate under this section provides for the common staff costs of staff on established posts of the Centre proposed under Section 1.

		1968 Expenditure US$	1969 Appropriations US$	1970 Estimates US$
(i)	Dependency allowance	13,688	19,400	26,500
(ii)	Education grants and related travel	6,442	7,300	15,200
(iii)	Contributions to the United Nations Joint Staff Pension Fund	44,599	63,200	90,300
(iv)	Travel and removal expenses on appointment and separation	9,205	9,800	7,000
(v)	Installation grants	3,690	8,200	6,000
(vi)	Travel on home leave	7,195	12,200	16,700
(vii)	Separation payments	2,096	3,000	6,500
(viii)	Other common staff costs	2,996	4,900	6,600
	Total	89,911	128,000	174,800

The increase over the 1969 appropriations is mainly due to the retardation factor for new posts established in 1969, the creation of five new posts in 1970, salary scales adjustments, etc. The estimates take into account expenditure in connexion with the normal turnover of staff.

Section 3 - Travel on Official Business - $55,000

1969: $68,800
1968: $45,246

The estimate under this section provides for travel on official business as follows:

Office of the Director - $5,000 (1969: $5,000 - 1968: $4,739) to cover travel cost of the Centre's senior staff to attend international export promotion meetings, lectures, visit Centre's liaison agencies, etc.

Market Information Service - $42,000 (1969: $39,800 - 1968: $22,896) to cover travel costs for major market surveys on selected products, market surveys undertaken in response to requests by developing countries and information on particular aspects of marketing and other related subjects.

Publications Service - $6,000 (1969: $5,000 - 1968: $2,950) to cover travel cost in connexion with the Centre's trade promotion handbooks for on-the-spot enquiries in both developed and developing countries.

Trade Promotion Advisory Service - $ - (1969: $19,000 - 1968: $13,632). It is proposed that the cost of fact-finding missions in 1970 be financed from voluntary contributions and/or overhead contributions outside the regular budget.

Training Programme - $2,000 (1969: $ - - 1968: $1,029) to cover travel cost in connexion with the organization of training courses.

Section 4 - Hospitality - $1,000

1969: $1,000
1968: $ 786

(a) The Director-General of GATT and the Secretary-General of UNCTAD are authorized on the basis of appropriate justification and/or reporting to reimburse the Director, up to a maximum of $500, for hospitality expenditures in the interest of the Centre in the course of the performance of his official duties.

(b) An additional amount of $500 is available to cover reimbursement to other senior members of the Centre for official hospitality rendered in the course of their functions. Payments are to be made at the discretion of the Director-General of GATT and the Secretary-General of UNCTAD, after appropriate justification and/or reporting in accordance with United Nations rules and procedures.

Section 5 - Permanent Equipment - $12,500

1969: $10,000
1968: $ 8,500

The estimate under this section provides for the purchase of miscellaneous office furniture ($8,220), calculators and adding machines ($3,100), typewriters and tape recorders ($1,180).

Section 6 - General Expenses - $96,000

1969: $65,400
1968: $53,420

		1968 Expenditure US$	1969 Appropriations US$	1970 Estimates US$
(i)	Rental of premises and related expenses	14,038	19,000	45,000
(ii)	Maintenance of equipment and car	1,585	3,400	3,400
(iii)	Cables and long-distance calls	4,886	3,000	5,000
(iv)	Telephone (rental and local calls)	1,050	1,600	2,700
(v)	Postage and freight	14,407	16,900	18,000
(vi)	Stationery and office supplies	11,104	13,000	13,000
(vii)	Books and information material	3,000	3,000	3,000
(viii)	Insurance premiums	691	1,200	1,200
(ix)	External audit	1,250	1,500	1,500
(x)	Miscellaneous supplies and services	1,409	2,800	3,200
		53,420	65,400	96,000

(i) Rental of premises and related expenses - $45,000

1969: $19,000
1968: $14,038

Provision is made under this item for (a) rental of outside office space to accommodate staff for whom there will be no office space on existing GATT and United Nations premises; and (b) electricity, water supply, heating, and contractual cleaning and maintenance for various premises.

The 1969 estimates provided for the rent of ten outside offices for a full year and an additional ten offices as from 1 July 1969. These additional offices, like the first ten, were to be rented through the Geneva authorities at a favourable rate. However, due to unforeseen circumstances beyond their control the Geneva authorities were unable to fulfil this undertaking. As a result office space had to be rented at a considerably higher cost at "Parc de Budé" as from 1 April 1969.

For 1970 the total number of staff that will have to be accommodated is estimated at 124, i.e. 65 under Part I (Direct Operational Cost) and 20 under Part II (Services Provided through UNCTAD and GATT secretariats) of the regular budget; 28 under voluntary contributions; 11 under free secondments to the Centre from developed countries. This staff will be spread over four buildings (Annexes of the Villa Le Bocage; Villa La Pelouse, Les Charmilles and Parc de Budé).

(ii) Maintenance of equipment and car - $3,400

1969: $3,400
1968: $1,585

The estimate provides for continuing charges such as (a) maintenance and repairs of typewriters, adding and calculating machines, dictaphones and electrical installations; and (b) maintenance and repairs of a service car, including petrol and oil.

(iii) Cables and long-distance calls - $5,000

1969: $3,000
1968: $4,886

The estimate covers the cost of official cables and long-distance telephone calls. In the light of recent months' expenditure figures the estimate has been increased by $2,000.

(iv) Telephone (rental and local calls) - $2,700

1969: $1,600
1968: $1,050

The estimate provides for rental of telephone installations and a token amount for local calls payable to the United Nations. The higher provision is due to the rental for the telephone installation payable in connexion with the additional office space at Parc de Budé ($1,500). The 1969 credit included $400 only in respect of additional premises.

(v) Postage and freight - $18,000

1969: $16,900
1968: $14,407

The estimate provides for the cost of postage on correspondence, documents and publications dispatched through the United Nations Mailing Section. It also provides the Centre's share in the cost of the UN Mailing Section and a small amount for freight charges. The higher provision reflects recent months' expenditure figures.

(vi) Stationery and office supplies - $13,000

1969: $13,000
1968: $11,104

The estimate provides for the purchase of stationery, stencils and other general office supplies, supplies for reproduction of documents and in respect of one photocopying machine.

(vii) Books and information material - $3,000

1969: $3,000
1968: $3,000

The estimate provides for the purchase of technical books and periodicals necessary as sources of information and for reference.

(viii) Insurance premiums - $1,200

1969: $1,200
1968: $ 691

The estimate provides for insurance of furniture and equipment, insurance of service car, insurance against accidents for driver and messengers and insurance for travel by air.

(ix) External audit - $1,500

1969: $1,500
1968: $1,250

The estimate provides for fees payable to the external auditor in respect of the external audit of the accounts of the Centre and a number of trust funds.

(x) Miscellaneous supplies and services - $3,200

1969: $2,800
1968: $1,409

The estimate provides for miscellaneous expenditure such as the cost of night watchmen and casual labour, rental of office furniture and equipment, bank charges, fees for visas, laisses-passer, renewal of passports, photos, advertisements, etc. The higher provision reflects recent months' expenditure figures.

Section 7 - Printing - $93,600

1969: $89,500
1968: $60,948

The estimate under this section provides for the printing costs, including paper, of the following publications:

	US$
FORUM	
Six issues of 48 pages each in English, French, Spanish, 30,000 copies	49,800
Trade Promotion handbooks	
6 handbooks of 200 pages each in English, French, Spanish, 8,000 copies	22,800
Market Surveys	
5 surveys of 200 pages each in English, French, Spanish, 8,000 copies	19,000
Miscellaneous printing	2,000
Total	93,600

PART II: SERVICES PROVIDED THROUGH UNCTAD AND GATT SECRETARIATS

Section 8 - Salaries of staff providing services to the Centre - $198,100

1969: $161,100
1968: $ 78,543

		1968 Expenditure US$	1969 Appropriations US$	1970 Estimates US$
(i)	Established posts	78,543	116,100	147,400
(ii)	Temporary assistance	- [1]	44,000	49,700
(iii)	Overtime and night differential	- [1]	1,000	1,000
	Total	78,543	161,100	198,100

(i) Established posts - $147,400

1969: $116,100
1968: $ 78,543

Following a decision of the Governing Bodies of UNCTAD and GATT the GATT secretariat provides the administrative, financial, personnel and housekeeping services to the International Trade Centre. The posts originally established for this purpose in the GATT secretariat budget are now included under this section of the Centre budget. In addition one reviser's and three translators' posts are included to take care of part of the Centre's translation work. The total number of posts has been kept to a minimum on the assumption that supervisory services in all fields concerned will continue to be provided by senior officers on the regular GATT establishment.

The total number of posts proposed is 20, of which 6 are professional and 14 general service category posts (see manning table on page 22).

The increase of $31,300 as compared with the 1969 approved credit of $116,100 is accounted for by:

(a) the creation of one new general service post - $4,300

(b) the retardation factor for new posts established in 1969:

(i) 2 professional posts - $10,100
(ii) 6 general service posts - $5,400

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[1] Provided by UNCTAD and GATT without charge to the Centre budget.

(c) professional category salary scales adjustment effective 1 January 1969 - $2,500

(d) post adjustment from Class 1 to 2 for full year 1970 - $2,900

(e) adjustment of general service category salary scales for full year 1970 - $3,600

(f) regular salary increments - $2,500.

NEW POSTS

Internal Services and Travel Section — 1 Messenger-Driver, G.3

One additional Messenger-Driver is needed to provide adequate internal messenger and liaison services for the Centre. Its offices are now spread over four buildings and therefore a minimum of four Messenger-Drivers is necessary.

INTERNATIONAL TRADE CENTRE UNCTAD/GATT

ESTABLISHED POSTS

SUPPORTING STAFF

	Year	Professional Category and above								General Service Category							Total
		D2	D1	P5	P4	P3	P2	P1	Sub-Total	G7	G6	G5	G4	G3	G2	Sub-Total	
Department of Conference Affairs and Administration																	
Administrative and Financial Division																	
Personnel Section	1969	-	-	-	-	1	-	-	1	-	2	-	-	-	-	2	3
	1970	-	-	-	-	1	-	-	1	-	2	-	-	-	-	2	3
Internal Services and Travel Section	1969	-	-	-	-	-	-	-	-	-	-	-	-	3	-	3	3
	1970	-	-	-	-	-	-	-	-	-	-	-	-	4	-	4	4
Budget and Control Section	1969	-	-	-	-	1	-	-	1	-	2	-	-	-	-	2	3
	1970	-	-	-	-	1	-	-	1	-	2	-	-	-	-	2	3
Finance and Accounts Section	1969	-	-	-	-	-	-	-	-	-	-	1	-	-	-	1	1
	1970	-	-	-	-	-	-	-	-	-	-	1	-	-	-	1	1
Stenographic and Typing Section	1969	-	-	-	-	-	-	-	-	-	-	-	-	5	-	5	5
	1970	-	-	-	-	-	-	-	-	-	-	-	-	5	-	5	5
Languages Division	1969	-	-	-	1	3	-	-	4	-	-	-	-	-	-	-	4
	1970	-	-	-	1	3	-	-	4	-	-	-	-	-	-	-	4
TOTALS	1969	-	-	-	1	5	-	-	6	-	4	1	-	8	-	13	19
	1970	-	-	-	1	5	-	-	6	-	4	1	-	9	-	14	20

(ii) Temporary assistance - $49.700

1969: $44,000
1968: $-[1]

The estimate under this item covers temporary assistance required to service the Centre, as follows:

1. Languages staff: $29,000 (1969: $29,000) to cover salaries of temporary revisers and translators who might be required for the residual languages work which cannot be absorbed, in the first instance, by the staff on established posts under item (i) of this section and/or, in the second instance, by the languages staff provided within the resources of the GATT and UNCTAD budgets.

2. Stenographic and typing assistance: $8,000 (1969: $8,000) to cover salaries of temporary stenographers and typists who might be required on the same basis as languages staff.

3. Reproduction and distribution of documents: $12,700 (1969: $7,000) to cover salaries of temporary staff who might be required for the reproduction and distribution of Centre documents, the FORUM, market studies and trade promotion handbooks, to the extent that these services cannot be provided within the resources of the GATT and the UNCTAD budgets. The estimate has been based on 2 million pages reproduction and a distribution of 200,000 copies. It also takes into account the increased rates payable to the United Nations for these services.

(iii) Overtime and night differential - $1.000

1969: $1,000
1968: $-[1]

The estimate provides for overtime payments to regular and temporary staff of the general service category required to work beyond working hours and at weekends.

Section 9 - Common Staff Costs for Posts under Section 8 - $45.300

1969: $35,900
1968: $21,934

The estimate under this section covers common staff costs in respect of established posts as proposed in Section 8 as follows:

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[1] Provided by UNCTAD and GATT without charge to the Centre budget.

		1968 Expenditure US$	1969 Appropriations US$	1970 Estimates US$
(i)	Dependency allowance	6,023	7,100	8,800
(ii)	Education grants and related travel	1,984	3,100	4,500
(iii)	Contributions to the United Nations Joint Staff Pension Fund	12,129	18,900	24,700
(iv)	Travel and removal expenses on appointment and separation	-	1,500	1,000
(v)	Installation grants	-	1,300	1,000
(vi)	Travel on home leave	752	1,100	2,000
(vii)	Separation payments	-	1,500	1,500
(viii)	Other common staff costs	1,046	1,400	1,800
	Total	21,934	35,900	45,300

The increase over the 1969 appropriations is mainly due to the retardation factor for new posts established in 1969, the creation of one new general service post in 1970, salary scales adjustments, etc. The estimates take into account expenditure in connexion with the normal turnover of staff.

ANNEX

ESTIMATED EXPENDITURE BY MAIN ACTIVITY AND PROGRAMME

(in US dollars)

	Staff costs		Travel		Printing and distribution costs		General expenses		Total		Increase
	1969	1970	1969	1970	1969	1970	1969	1970	1969	1970	
1. Office of the Director	96,400	150,500	5,000	5,000	-	-	-	-	101,400	155,500	54,100
2. Market Information Service	185,200	238,500	39,800	42,000	22,000	23,500	-	-	247,000	304,000	57,000
3. Publications Service	105,400	128,300	5,000	6,000	84,000	82,600	-	-	194,400	216,900	22,500
4. Training Programme	40,800	70,700	-	2,000	-	-	-	-	40,800	72,700	31,900
5. Trade Promotion Advisory Service	78,000	94,500	19,000	-	-	-	-	-	97,000	94,500	(2,500)
6. Documentation Unit	33,500	53,000	-	-	-	-	-	-	33,500	53,000	19,500
7. Services provided by UNCTAD and GATT:											
(a) Staff costs:											
Translation	92,000	98,900	-	-	-	-	-	-	92,000	98,900	6,900
Stenographic and Typing Assistance	35,500	40,900	-	-	-	-	-	-	35,500	40,900	5,400
Personnel, Budget and Finance	51,300	71,300	-	-	-	-	-	-	51,300	71,300	20,000
Internal Services	11,200	19,600	-	-	-	-	-	-	11,200	19,600	8,400
(b) General expenses											
Equipment	-	-	-	-	-	-	10,000	12,500	10,000	12,500	2,500
Office supplies, cables, telephone, insurance, postal services, etc.	-	-	-	-	-	-	30,900	39,500	30,900	39,500	8,600
Reproduction of documents	-	-	-	-	-	-	-	5,000	-	5,000	5,000
Distribution cost of publications	-	-	-	-	7,000	7,700	-	-	7,000	7,700	700
Rental for additional office space	-	-	-	-	-	-	19,000	45,000	19,000	45,000	26,000
	729,300	966,200	68,800	55,000	113,000	113,800	59,900	102,000	971,000	1,237,000	266,000

B. ESTIMATES OF INCOME

SUMMARY OF ESTIMATES OF INCOME

The United Nations contribution to the Centre budget has been set at $557,400 on the assumption that the GATT contribution remains at the 1968/1969 level, i.e. $671,600.

	Amount in US dollars		
	1968 Actual	1969 Approved estimates	1970 Estimates
(a) Miscellaneous income	1/	2/	8,000
(b) United Nations contribution	90,000	299,400	557,400
(c) GATT contribution	640,140	671,600	671,600
Total	730,140	971,000	1,237,000

MISCELLANEOUS INCOME

	Amount in US dollars		
	1968 Actual	1969 Approved estimates	1970 Estimates
(a) Sale of publications	3,812	5,000	5,000
(b) Interest on investments	-	-	3,000
(c) Profit or loss on exchange	-	Pro-memoria	
(d) Savings on unliquidated obligations	-	Pro-memoria	
(e) Refund of the organization's contribution to the United Nations Joint Staff Pension Fund in respect of participant withdrawals	-	Pro-memoria	
(f) Other income	17,171	Pro-memoria	
Total	20,983[1]	5,000[2]	8,000

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[1] 1968 miscellaneous income credited to GATT income budget.

[2] 1969 miscellaneous income is to be shared between the two organizations.

INTERNATIONAL TRADE CENTRE

UNITED NATIONS CONFERENCE
ON TRADE AND DEVELOPMENT

GENERAL AGREEMENT
ON TARIFFS AND TRADE

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THE WORK PROGRAMME OF THE INTERNATIONAL TRADE CENTRE UNCTAD/GATT

ITS BUDGETARY REQUIREMENTS FOR 1971

AND PLANNING ESTIMATES FOR 1972

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INTRODUCTION

The 1969 meeting of the joint UNCTAD/GATT Advisory Group was a significant point of departure with respect to the basic concept of the Centre's rôle - it was recognized for the first time that, in addition to carrying out through its regular budget a basic research programme that serves the needs of developing countries generally in the field of export promotion, the Centre serves as a basc for organizing an expanding programme of extra-budgetary technical assistance to individual countries or groups of countries in response to specific requests from them. Its structure and base services should, therefore, be capable of programming and supervising the execution of assistance projects financed mainly from voluntary country contributions and UNDP funds. Since the technical assistance operations of the Centre would tend to grow fast on account of the current needs of many developing countries who are making serious efforts to expand exports, the base organization and its services should be geared to cope with an increasing volume of assistance projects.

Another notable feature of the 1969 Advisory Group meeting was the emphasis placed by the members of the Advisory Group on the secretariat giving in tis proposals for the annual programme a full assessment of future needs based on its experience of the previous years, in the light of which the Group could suggest suitable priorities. It was suggested that by providing for 1970 a strictly defined programme based on its concept of the resources that might be forthcoming, the secretariat had prejudged many issues which it was the Advisory Group's function to re-examine.

During the second half of 1969, the work programme and head office structure and working methods of the Centre have been critically examined in the light of the observations made by the Advisory Group. The object of this exercise was to assess whether the regular programme and organizational structure of the Centre provide an adequate base to support a technical assistance programme that is expanding at a relatively fast pace. The present report reflects the results of this examination of the rôle of the Centre's regular work programme and of the services it must be capable of providing in order to serve as a base for sustaining and supporting a world-wide technical assistance programme.

Part I of this paper will discuss some aspects of the trade promotion problems and needs of the developing countries, which have been brought to the attention of the Centre during the past years by the pattern of requests for its services by developing countries.

Part II will describe the evolution over the past five years of the Centre's main services financed from the regular budget and the emergence of a technical assistance programme financed from extra-budgetary resources.[1]

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[1] Throughout this report, the term "extra-budgetary resources" is used to cover funds available under United Nations Technical Co-operation programmes and voluntary contributions made by countries under co-operative arrangements with the Trade Centre.

Part III will consider first whether the base organization of the Centre is adequate to support an expanding technical assistance programme - it will contain the results of the internal stock-taking that has been carried out with respect to the structure and working methods of the head office. It will thereafter review the acticities of the Centre in 1969 and describe the work programme envisaged for 1970 and 1971 together with targets for 1972. It would be for the Advisory Group to suggest changes to this work programme in the light of the discussions on Part I and II.

Evaluation

The results of the questionnaire sent to developing countries to elicit information relevant to an assessment of the impact of the Centre's services in the developing countries will be circulated in a separate document. This document will also include an appraisal of the Centre's publications carried out by a specialized consultant firm with financing from the Swedish International Development Authority.

PART I

EXPORT PROMOTION NEEDS OF DEVELOPING COUNTRIES

In this section an attempt will be made to take an overall look at the export promotion problems of the developing countries that have been brought to the attention of the Centre through the requests for assistance received by it. On account of the many diverse problems, often related to one another, that developing countries in different situations have to face, and because of the increasing awareness of these problems in the course of efforts to expand exports, especially of non-traditional products, the needs of these countries for assistance in the field of export promotion have tended to become increasingly complex and more varied in character.

Most requests for assistance received by the Centre reflect the general institutional problems that are common to many developing countries. In developed countries, government as well as non-government trade promotion services have been gradually built up over many decades. In fact, the private sector has in many cases provided the major part of trade promotion services at home through organizations such as chambers of commerce, federations of industries, advertising agencies, private market research organizations, and research units in specialized fields such as design, packing and merchandising. Services abroad include, in addition to government trade officials, representatives of non-government institutions such as chambers of commerce, federations of industries and marketing boards. In many developing countries, on the other hand, there is either a complete absence or a serious inadequacy of trade promotion services provided by private enterprise. Consequently, governments in the developing countries have had to take the initiative in providing these services through official bodies or government-sponsored autonomous institutes. These efforts have been handicapped by lack of experience and know-how in an increasingly specialized field, the result being that the trade promotion services of most developing countries fall far short of needs in an increasingly competitive trading world.

The organization of trade promotion services in developing countries is made more difficult by the fact that the type and techniques of trade promotion needed for marketing traditional primary products on the one hand, and manufactures on the other, are very different. While the principal exports of many developing countries would continue to be, for some years, traditional products, mainly in primary form, the sale of new processed goods and manufactures produced by emerging industries must also be promoted. Moreover, the countries in which the promotion of primary products is advantageous are not necessarily those with market potential for manufactured goods. The need to provide for this diversity of target markets and techniques has created serious organizational problems for many countries, especially from the point of view of staff and finances.

A particular problem area for developing countries appears to be effective co-ordination between the services at home and abroad. In order to adopt suitable measures of commercial policy or export promotion, government departments and private institutions must rely heavily on the trade intelligence, market information and advice received from representatives abroad. An efficient foreign trade service is all the more important where efforts to maintain the sagging traditional trade in primary products have to be combined with the promotion of new exports of semi-manufactured and manufactured goods. The foreign trade services of most developing countries however remain geared to a pattern of trade in primary commodities. Because of financial and personnel constraints they also show a relative concentration in developed countries with whom they have had traditional trade to the neglect of potential markets for new trade. At the same time an elaborate foreign trade representation service would be of little value if the trade promotion organizations at home, both government and private, were inadequate and consequently unable to process the information supplied from abroad and take steps, e.g. improvement of product design, quality and packaging, to meet the requirements of foreign markets. There is thus the need to ensure a co-ordinated development of both domestic and foreign trade services.

In many developing countries the task of export promotion is further complicated by the absence of a single focal point with the requisite authority and responsibility for co-ordinating the formulation and supervising the implementation of a cohesive national programme for the promotion of exports. This is not a purely technical problem, but there is increasing realization in many developing countries that, unless it can be resolved satisfactorily, their export promotion efforts will continue to remain dispersed and lack the character of a co-ordinated national effort in which various bodies in the public as well as private sectors will have an active involvement.

Linked with the inadequacy of general infra-structural export promotion institutions at the government, semi-government and private sector levels, is the lack of the more specialized institutions that provide services in fields such as export financing, export credit insurance, grading and standardization, quality control, packaging, etc. The need for these services usually makes itself felt after some element of a basic organization for export promotion is already there. It expands as countries move towards the export of products in processed form.

There are a number of other matters related in some ways to institutional questions in the exporting country, which have been the subject of requests for assistance. These may be grouped under the general term "creation of an export consciousness and of an internal climate for exports". Among these, the greatest interest has been evinced in export incentives. This is a subject where it is difficult to generalize or repeat the experience of one country in another without due consideration being given to the overall framework of fiscal and monetary policies and the special production and marketing problems involved. Simplification of export procedures and documents is another subject that is engaging the attention of a number of countries. This is again a complex field since these procedures have a long history in each country, sometimes coloured by political considerations, and are entrenched in many tangled administrative relationships. Organization and dissemination of commercial information by governmental export promotion organs to the trade is also a matter that is engaging the attention of many governments.

Related to the need for assistance in developing export promotion institutions is the need to improve export marketing services. Thus assistance has been requested for the development of export marketing entities on a joint basis for export of products that are produced by small-scale entrepreneurs. In some cases these marketing bodies take the form of State-trading institutions, while others are organized by producers and firms in the private sector.

The more advanced among the developing countries, who have some institutional base for export promotion, have begun to explore and develop demand for their exports of traditional as well as non-traditional products. Hence there is an increasing demand for assistance in market research and in discovering the most effective new channels for sales and promotional operations. Assistance has also been sought for participation in trade fairs and exhibitions and in launching publicity and public relations services abroad, and for the organization of joint multi-national organs for the promotion of exports of common interest to groups of countries.

A relatively recent development that is gaining ground in many areas is export promotion among developing countries within the framework of special trade arrangements, e.g. free-trade areas, customs unions and other regional and sub-regional arrangements. The Regional Centres in ECAFE, ECA and ECLA, quite naturally, tend to pay greater attention to the regional and sub-regional objectives of trade promotion than a centre with global activities. The Trade Centre has been called upon to provide support to these regional and sub-regional trade promotion efforts. Similarly requests for assistance for exploring and exploiting market opportunities in centrally-planned economies have shown a noticeable increase.

The eventual aim of the technical assistance provided in the above-mentioned fields must be to help the developing countries reach a stage at which they have the necessary expertise and technical resources to meet these needs on their own. In this context the training of personnel in developing countries to deal with these specialized services and activities becomes of special importance. The demands for assistance from the International Trade Centre over the past two years indicate that most developing countries find that their needs in this field are too complex and varied to be covered entirely by their own resources. More often than not in order to be effective the training in the home country has to be supplemented by a period of study and training abroad in institutions specializing in various aspects of export promotion. Different types of training facilities are needed to meet particular objectives and to cater to different categories of officials in government and semi-government institutions as well as export executives in private trading companies and export enterprises. The requests received by the Centre include: seminars for senior officials at the policy or decision-making levels who influence the development of national export promotion policies, programmes and services; formal training courses for middle-grade government officials at home, government trade representatives abroad and officials of product export promotion councils and marketing boards; in-service training, including in many cases specialized training in market research, either in the Centre or in institutions in the developed countries for the same type of middle-grade officials; formal training courses and in-service training for export executives in private trading companies and State-trading organizations. Because of the allocation of resources for other priorities, the Centre has not yet been able to make adequate arrangements for the training of business executives involved in exporting.

This rapid review of the main areas in which developing countries have sought export promotion assistance will, it is hoped, enable the Advisory Group to arrive at some guidelines regarding the relationship between, on the one hand, the regular programme of the Centre's base organization, which is financed from the regular budget, and on the other, the volume of assistance that has to be provided from extra-budgetary resources to meet the growing demands. It is evident that all the needs of the countries cannot be met from the regular programme; but the regular programme must contain the necessary elements that are essential for an informed appraisal of the needs of the developing countries and for the realistic formulation and effective supervision of assistance projects financed from extra-budgetary resources.

PART II

THE OBJECTIVES AND ROLE OF THE CENTRE

The main question to be considered by the Advisory Group, therefore, is whether the base organization of the Centre and its regular work programme, which is financed from the regular budget, are geared to, and are adequate for supporting an extra-budgetary technical assistance programme that will expand at an estimated rate of US$1.5 million per year during each of the two years 1971 and 1972. It must be pointed out in this connexion that pressures for the expansion of assistance programmes come from outside the Centre and it is consequently difficult for the Centre to contain these pressures and adhere to preconceived ceilings. However, the Centre can exercise a restraining influence by submitting all requests for assistance to a thorough examination and determining priorities on the basis of which assistance is provided. The estimate of US$1.5 million is subject to these qualifications.

In order to answer this question it is necessary to take note of the following points:

1. The developing countries that originally urged the establishment of an International Trade Centre stressed mainly the need for information on market opportunities and techniques of marketing for their export products. During the initial years of its existence, therefore, the Centre concentrated on building up its Market Information Service and its Publications Programme, both of which were geared to provide information on markets, marketing and promotional services.

2. In later years many developing countries came to realize that effective exploitation of market opportunities also required trained personnel and certain basic national export promotion services. This was reflected in requests for assistance to the Centre in these areas. The 1966 meeting of the Advisory Group recommended the strengthening of the Training Programme which earlier existed only in embryonic form and it brought into being the Trade Promotion Advisory Service, and at the 1967 meeting of the Advisory Group the scope of the Trade Promotion Advisory Service was more clearly defined but it remained geared to the concept of short advisory missions to help countries deal with particular problems of a limited kind. The resources provided for this Service, as well as for the Training Programme, remain modest.

3. Until 1968 the content and scope of the four services of the Centre, by and large, remained unchanged: no major effort could be made to integrate the assistance provided through these services into package programmes until the recruitment of staff for 1968 was completed.

4. Though the idea of financing projects from extra-budgetary sources was considered and accepted in a general way, it was only in the 1969 meeting of the Advisory Group that it was recognized that, since the diverse needs of individual developing countries could not be met through the regular programme financed from the regular budget of the Centre, the Centre's Training and Trade Promotion Advisory Services in particular should be capable of programming and back-stopping an increasing number of assistance projects from United Nations Technical Co-operation programmes and voluntary contributions.

5. It is thus only recently that the orientation of the Centre's regular programme and of the Centre's organizational structure has shifted from research and information activities to the provision of technical back-stopping and support for training and trade promotion advisory projects financed through extra-budgetary funds and to the provision of package programmes of assistance to governments. This shift in objectives and orientation has inevitably involved: (i) a modification of the Centre's organizational structure requiring, on the one hand, closer integration between the various Centre services and, on the other hand, the provision of certain supporting facilities such as an adequately equipped documentation unit, (ii) the adoption of appropriate working methods for examining requests for assistance to the Centre in order that a broader co-ordinated view may be taken of the priority needs of the requesting country, (iii) the development of arrangements for formulation, establishment and subsequent back-stopping of projects financed through United Nations Technical Co-operation programmes or voluntary contributions. A detailed explanation of these issues is given in the introduction to Part III of this report.

The need to re-orientate the Centre's work programme and organizational structure in the light of the re-appraisal of its objectives and rôle has inevitably involved new demands for qualified personnel at various levels of the base staff and for other supporting resources. It is in the light of these needs that proposals will be presented to the budgetary bodies concerned. Inevitably the speed at which the Centre's organizational structure could be enlarged and adapted to meet these needs will be determined by the availability of resources.

It will be seen that the broadening of the Centre's activities is mainly related to the provision of back-stopping facilities for projects financed from United Nations Technical Co-operation programmes and voluntary contributors which in the case of large package assistance projects may involve support from all the services of the Centre. It would be useful to note, therefore, that, in making a provision for these additional responsibilities, the Centre expects its base staff financed from the regular budget to cover mainly the formulation, discussion with governments and subsequent Headquarters co-ordination of these projects. The operational expenses of these projects are provided from extra-budgetary resources. Projects financed by voluntary contributions contain provision for the payment to the Centre of certain amounts to meet expenses incurred in providing administrative and technical support to these projects during the period of their execution. For this reason, the base staff that needs to be provided through the regular budget for the handling of such projects remains comparatively small in relation to the total size of the programmes. It is expected that UNDP Special Fund projects will also bring some contributions to the Centre for administrative and technical support. On the other hand, no solution has been found up to now in regard to the allocation to the Centre of an amount for overhead expenses on projects under the Technical Assistance component of the UNDP; the contribution towards overhead in respect of these projects accrues in toto to the general income of the United Nations. This matter is being actively pursued with the appropriate United Nations authorities.

It is hoped that this general review of the evolution of the Centre's organizational structure and rôle in relation to the developments that have taken place over the past years and foreseeable future needs in the field of export promotion would facilitate the task of the Advisory Group in examining the Centre's current activities and the proposals for the 1971 work programme presented in Part III of this paper.

PART III*

REVIEW OF ACTIVITIES IN 1969, WORK PROGRAMME FOR 1971 AND PLANNING ESTIMATES FOR 1972

GENERAL - REDEPLOYMENT OF EXISTING RESOURCES

The organizational problem that the Centre faces today is to convert the regular programme of the Centre, which until recently was mainly oriented to the provision of information, into an operation that will be capable of effectively back-stopping an expanding technical assistance programme. In order to fulfil this new rôle, the Centre has carried out a stock-taking of its resources, particularly its staff resources, as well as an examination of the structure and working methods of the head office. Following this investigation the Centre has already taken steps to redeploy its staff resources.

The market research on products and the research on export promotion and marketing techniques carried out during the first five years of its operation have provided the Centre with a foundation of knowledge of the export promotion problems and needs of developing countries, which was not previously available in an organized way. An international body which is called upon to provide expert guidance to countries in any specialized field, must continuously develop the necessary expertise within itself in order to be able to deal effectively with requests for assistance. The research carried out in the Centre has brought into being a base organization that possesses the required specialization in regard to the problems of export promotion in developing countries. Though not consciously directed to the development of a world-wide technical assistance programme, this body of expertise is a sine qua non for providing support to field programmes since there are few people in the world who can be described as "international trade promotion experts" (the extent to which advisory missions in the field of export promotion have to be briefed and back-stopped by the Centre will be described later). This research must continue if the Centre is to keep abreast of changing situations and new developments that are relevant to the trade promotion needs of the developing countries.

The change made in the rôle of the research services (Market Research and Export Promotion Techniques) has been mainly in respect of their objectives and method of work. Unlike in the past, these services, in addition to carrying out basic research, will use their expertise to assist in the formulation of assistance projects for countries, or regional or sub-regional groups of countries, e.g. training programmes. In other words, the research is not exclusively oriented to the publication of a technical handbook - for example, the officers who carry out research in trade promotion organization at the governmental level or in the operation of trade publicity measures abroad back-stop the activities of the Trade Promotion Advisory Service and the Training Service. One of the principal functions of a research specialist is to assist in the preparation of training programmes and advisory missions and in briefing lecturers for training courses or advisers undertaking missions to countries. If a handbook summarizing the results of the research is considered essential for these purposes, only in this case would provision be made for printing. The regular budget will hereafter provide for the publication of only two handbooks and the FORUM.

It will be seen that the former concept of the Publications Service has been substantially modified. The editors who are engaged in research (this includes the editor of the FORUM) have been grouped under an Export Promotion Techniques Research Service. The officers who dealt with the production aspects of publications are now a separate entity servicing all the services of the Centre, just as the Documentation Service provides support to all the substantive services (see organizational chart attached as Annex A).

Similarly, in product market research, the major published sectoral market surveys which occupied much of the time of the senior staff in the Market Research Service is being kept to a minimum of four surveys per year. Instead, the expertise of this staff will be used to plan and supervise the execution of market surveys financed from extra-budgetary funds for individual countries or groups of countries, usually as part of package assistance programmes. Now that the Market Research Service has gained a very wide experience of the product groups that are normally of interest to many developing countries, a measure of specialization has been introduced into this Service. It is now divided into four specialized groups responsible for:

(a) agricultural and dairy products; processed foods;
(b) light industry products; except textile yarns and fabrics;
(c) minerals; metal and engineering industry products;
(d) chemical and pharmaceutical products; textile yarns and fabrics.

These groups will keep under constant review developments in their respective product areas. This will facilitate the provision of information in response to ad hoc enquiries and the preparation of study plans for major surveys to be executed with extra-budgetary resources.

Multi-national product promotion activities which were located within the Market Research Service have been transferred to the Trade Promotion Advisory Service since the Centre's activities in this field have assumed a more operational character.

The specialized groupings within the Market Research Service are in part the result of recommendations made by a consultant whose services the Centre engaged to look into the future organization of the Documentation Service to enable it to meet more effectively the expanding requirements of the Centre. Following the recommendations made by him, it has been decided inter alia that the four groups will deal with the specialized publications in their product fields thus providing some relief to the Documentation Service's inadequate staff. The Documentation Service itself will be carrying out documentation research in respect of periodicals and journals that do not specialize in particular products and cover many subjects of general interest to the Market Research Service as well as to other Services of the Centre. Furthermore, the senior officer in charge of the Documentation Service will be mainly concerned with planning for the future. It is clear that the documentation needs of the Centre will grow rapidly in the years to come and hence, in order to avoid duplication and substantial outlays in the budget of the Centre for this work, it is necessary to co-operate with the efforts that are at present being made by the OECD, ILO, FAO, UNIDO, UNCTAD, etc. to establish a common electronic storage and retrieval system. A principal function of the Chief of the Documentation Service will, therefore, be to develop the export promotion descriptors appropriate to the work and objectives of the Centre and to maintain liaison with the technical group that is working on this project.

In the Trade Promotion Advisory Service too a degree of area specialization has been introduced, though this has been rendered difficult by the inadequacy of staff. There will be need for three teams (a Trade Promotion Advisor and a Research Economist), each of them dealing with the following areas:

(a) Asia;

(b) Africa and the Middle East;

(c) Latin America and the Caribbean

The developing countries which are members of the Economic Commission for Europe (ECE) are covered through ad hoc arrangements by one of the three groups.

Apart from dealing with specific assistance projects in their respective areas, the teams keep track of political, economic and trade developments that have a bearing on the provision of export promotion assistance. As mentioned earlier, the Trade Promotion Advisory Service now includes the provision of assistance for organization of joint promotional action by groups of developing countries interested in substantially identical products.

The structure of the staff of the Training Service itself has not undergone any change - the professional staff of this Service act as a group in programming training courses, though in the execution of the programmes each Training Officer has special responsibilities for individual courses or seminars. What is new is the relationship of the Training Service to the other services of the Centre - it is now well established that in planning and operating training courses, the Training Service will rely very much on the assistance of the two research services for marketing and trade promotion techniques as well as the Trade Promotion Advisory Service. Training courses which include a substantial programme of studies of export potential at home and market potential abroad will be executed with the active participation of the Market Research Service. Furthermore, it is recognized that the Training Service should give greater attention to the programming and execution of training schemes that form part of integrated package assistance programmes for countries.

The expanding volume of assistance projects financed from extra-budgetary resources would normally require a substantial increase in the staff of the operational services, viz. the Trade Promotion Advisory Service and the Training Service. Such an increase in staff has been avoided for the present by redeploying the staff of the research services to support the operational services.

Coupled with these changes in the organizational structure of the staff of the Centre, certain steps have been taken to improve working methods. Up to recently, initial screening of requests used to be done by each of the services separately. For example, a request for a training course would be looked at purely from the limited objectives of the course and the quality and functions of the trainees who would participate in it. There was little effort made to relate the training course to the institutional needs of the export promotion services of the country concerned or to ensure that the training imparted would not be wasted because of the lack of an institutional framework within which the trainees would function. In view of the fact that the Centre is now adopting a more co-ordinated approach to the export promotion problems of the developing countries, this method of dealing with enquiries (other than ad hoc requests for short market information) was found to be unsatisfactory. Therefore, a group consisting of the co-ordinating officers of the Trade Promotion Advisory Service, Training Service and the Market Research Service, together with an officer from the Office of the Director, has been set up. It meets as often as necessary to examine requests for assistance and makes recommendations thereon.

In many cases the occasion of a request is now used by the Centre to look into the overall needs of the country in the export promotion field, in order to ensure that the provision of an ad hoc market survey or a training course or an adviser fits in with the overall objectives for the promotion of exports that the country has in mind. This is the point at which evaluation of a project must begin. Unless the Centre has the capacity to carry out this initial appraisal effectively, the validity of assistance projects would be questionable, and post-facto evaluation on completion of a project would be of very limited value. It is envisaged that the recruitment of a Chief Executive Officer at the beginning of 1970 will ensure more effective co-ordination at the management level of the screening of new requests. This approach will inevitably result in an increasing number of package assistance programmes. The Centre has in mind eight such programmes for 1970 and about twelve in 1971. The implications of this further work programme and budget for 1971 have been taken into account in the sections of this paper relating to the various Services.

Substantive support provided by the Centre to projects financed from extra-budgetary resources

A note describing what is involved in the term "substantive support" or "back-stopping" would be useful to enable the Advisory Group to make a proper appraisal of certain aspects of the work programme in the following pages.

The procedures for programming, preparation, appraisal, approval, implementation and evaluation of projects carried out by the ITC differ depending on the programme under which these projects are financed. For requests addressed directly by governments to the ITC for projects to be financed under its regular budget or voluntary contributions available to the Centre, the Centre staff, through direct correspondence with the appropriate government authorities or when needed by means of fact-finding missions, obtain the necessary elements and clarification to finalize the project description, aims and objectives. The project as finalized between the Centre and the government concerned is referred to a national technical assistance agency and the agreement of the agency is sought for the financing of the project either within the overall global programmes that are agreed with the agency at the beginning of a financial year for different types of projects or on an ad hoc basis in the light of established priorities. Thereafter the Centre would begin to implement the project - it would recruit experts for work in the requesting country or market researchers to carry out a market study or lecturers to set in motion a training course. The responsibility for closely supervising the execution of a project and evaluating its efficacy at all stages rests with the Centre.

In projects where financing under UN Technical Co-operation programmes is involved (either UNDP or United Nations Regular Programme), the procedures established for these programmes must be adhered to. It is not possible in a report such as this to devote adequate space to an account of these complex procedures. The following over-simplified description (which does not make a distinction between the different types of projects that may be approved under these programmes) of the Centre's responsibilities in this respect is intended to give a general idea of the rôle of the Centre in back-stopping these projects. Before a request for assistance is submitted to UNDP through the established channels, normally a considerable amount of preparatory work must be done by the Centre and the government, with the assistance of the UNDP Resident Representatives and of the UNCTAD Technical Assistance Co-ordination Unit, for the initial appraisal of the needs to be met and the preparation of the elements of such a request. If there are prospects of developing a large project of assistance that is likely to require financing under the Special Fund component of UNDP, the possibility exists of sending to the requesting country a joint mission with ITC, UNCTAD and UNDP participation, to assist the government in identifying their problems and advise them on the preparation of a meaningful request. After a request has been formally submitted to UNDP headquarters through the Resident Representative, the prospective executing agency, i.e. in this case UNCTAD through UNCTAD/GATT International Trade Centre, is called upon to comment on the substantive merits of the project and to make a recommendation to UNDP as to its approval, a process which calls for consultations at the level of the joint UNCTAD and GATT guidance of the Centre. UNDP approval takes the form of an allocation advice to the executing agency, by which funds are put at its disposal for the execution of the project. Substantive responsibility for its implementation is assigned to the ITC, while administrative and financial servicing is provided in accordance with the established United Nations procedures by the United Nations Office of Technical Co-operation in New York.

The Centre deals with the following aspects:

1. formulation of the job descriptions and qualifications of the experts needed;

2. assessment of applicants and recommendations as to the most suitable candidates;

3. briefing the selected experts before they undertake their respective assignments;

4. examing their periodic reports and advising on changes in approach where necessary; or additional tasks to be undertaken; or changes in the operational plans of a project, in the light of new factors seen during the execution of the project;

5. debriefing of experts and evaluation of their final reports;

6. further follow-up action as necessary.

In broad terms the same responsibilities have to be undertaken by the Centre with respect to any type of project, whether it be the provision of expert advice or a training course, or a market survey.

It will be seen, therefore, that the technical back-stopping and evaluation of all assistance projects, whether financed from the UNDP or from voluntary country contributions, is the responsibility of the Centre. The only difference is that in the case of projects financed from voluntary country contributions, the administrative and financial servicing of the projects is also carried out by the Centre's administrative and financial services.

1. EXECUTIVE DIRECTION AND MANAGEMENT

OFFICE OF THE DIRECTOR

DEFINITION OF PROGRAMME, BASIC AIMS AND OBJECTIVES

The execution of the Centre's work programme on the basis of the guidelines approved by the governing bodies is the responsibility of the Director of the Centre who is appointed in agreement between the Secretary-General of UNCTAD and the Director-General of GATT. In the discharge of his duties the Director acts under the joint guidance of the Secretary-General of the UNCTAD and the Director-General of the GATT in regard to policy questions and new projects to be put into operation within the overall framework of the Centre's services.

The Office of the Director assists the Director in:

- the formulation of programmes;
- supervision and co-ordination of the main activities of the Centre, particularly the formulation of integrated package assistance programmes;
- internal evaluation of programmes and projects;
- reporting to the Secretary-General of UNCTAD and the Director-General of GATT on policy questions and new projects;
- liaison with international agencies participating in the United Nations export promotion programme as well as other international bodies that have sought collaboration with the Centre in export promotion activities;
- negotiation of unilateral contributions by developed countries to support operational projects of the Centre for which budgetary provision is not made;
- preparation of reports to the Advisory Group of Experts and to the governing bodies of UNCTAD and GATT.

The Office of the Director also performs certain administrative functions. While the administrative financial servicing of the Centre is, by agreement between UNCTAD and GATT, the responsibility of the administrative and financial services of the GATT, the Office of the Director still has to deal with important questions of principle and such matters as: determining the staff needs of programmes and projects; disposition and transfer of staff from one project to another; establishment of job descriptions; assessments of candidates for posts in the Centre, as well as for advisory missions abroad; periodic reports on staff; arrangements regarding secondment of staff to the Centre from national agencies; documents control; Centre Registry; and a number of other routine matters such as approval of travel, overtime, leave, special purchases, etc.

As the Centre sees it, the principal weakness of the Centre's structure, even after the recent reorganization described earlier, is that it does not have adequate senior staff to provide effective direction for a co-ordinated, planned approach to the provision of assistance in response to requests from countries. Such an approach requires senior officers who will be capable, by virtue of their position in the Centre as well as their wide technical and managerial experience, to undertake discussions with senior officials at decision-making levels in governments to define priorities and negotiate counterpart country commitments; at the same time they should have sufficient authority within the Centre to co-ordinate the activities of the various divisions of the Centre. In the first years of operation of the Centre, when research and provision of information were the main objectives, there was no need to build up a cadre of senior officers who had the necessary qualifications and breadth of experience to exercise such managerial functions.

The main point at which the Centre needs strengthening in this respect is the Office of the Director. If the policy urged by the Advisory Group (viz: that greater efforts should be made to provide integrated assistance on the basis of well-conceived plans of operation rather than short-term technical assistance) is to be pursued there is an urgent need for an officer of Director level with special responsibilities especially for integrated country programmes - his responsibilities would include the direction of integrated programmes, negotiations with governments on plans of operations for such projects, changes in priorities with respect to individual services of the Centre which are made necessary by such projects and related questions. Though these functions are essential and indeed central to the present policy of the Centre, the Director and Deputy Director are currently unable to give them their continuous attention on account of other priorities dictated by the overall management demands of the Centre. To this end it would be necessary to upgrade the post of Senior Executive Officer to give it enlarged functions and responsibilities and to make provision for a Senior Administrative Officer to deal with the increasing load of administrative duties now devolving upon the Office of the Director.

BUDGETARY REQUIREMENTS

	1969 revised appropriation US$	1970 appropriation US$	1971 estimates US$	1972 planning estimates US$
Established staff	99,000	137,500	173,600	231,000
Consultants and temporary staff	1,000	2,000	2,000	2,000
Travel on official business	5,000	5,000	5,000	5,000
Printing	-	-	-	-
Other expenses	-	-	-	-
TOTAL	105,000	144,500	180,600	238,000

STAFFING PROVISIONS

	Professional and above							General service		
	D-2	D-1	P-5	P-4	P-3	P-2	Total	Secretaries	Clerks	Total
1972	1	2	2	-	1	-	6	6	6	12
1971	1	2	1	-	1	-	5	5	5	10
1970	1	1	1	-	1	-	4	4	4	8
1969	1	1	-	1	-	1	4	4	3	7

II. ACTIVITIES OF THE CENTRE

A. MAIN FIELDS OF ACTIVITY

MARKET RESEARCH SERVICE

DEFINITION OF PROGRAMME: BASIC AIMS AND OBJECTIVES

The regular work programme of the Market Research Service is directed to four objectives:

1. Provision of four major sectoral market surveys per year on products which are of export interest to several developing countries.
2. Provision of short market reports and trade information in response to country requests.
3. Planning of major market surveys to be financed by United Nations Technical Co-operation programmes or voluntary contributions and the supervision of the execution of these surveys.
4. Support to training programmes and package assistance programmes which involve market research elements.

Experience has shown that these objectives can be realized more efficiently and economically if there is a degree of specialization within the Market Research Service With this in mind, the staff of the Market Research Service has been divided into four specialized sections dealing with the following product groups:

(a) Group I: Agricultural and dairy products; processed foods.

(b) Group II: Light industry products, except textile yarns and fabrics.

(c) Group III: Minerals; metal and engineering industry products.

(d) Group IV: Chemical and pharmaceutical products; textile yarns and fabrics.

These groups will endeavour to keep under constant review developments in their respective product areas. This should facilitate the provision of information in response to ad hoc enquiries as well as the preparation of study plans for major surveys to be executed with extra-budgetary resources.

It will be noted that the work programme for 1970 already provides for market surveys that would arise from trade promotion advisory missions. This concept has now been further amplified to include package assistance programmes - the staff of the Market Research Service will hereafter devote greater attention to supporting and back-stopping the two operational services of the Centre and will play a more active part in the execution of package assistance programmes many of which will have a market research component.

Following this reorientation of the research work of the Service, there will be a trend to reduce the assistance given through isolated market surveys. Thus, the number of major published sectoral market surveys will be reduced to four per year, one in each of the specialized product groups. The short market reports and ad hoc information on particular market features provided in response to country requests will be continued. This includes requests received through the Enquiry-Reply Service of the Development Centre of the OECD and the Industrial Enquiry Service of the UNIDO, with whom the Centre has exchange arrangements

It will be recalled that the 1968 and 1969 meetings of the Advisory Group made a number of recommendations relating to the orientation of the work of the Market Research Service , in particular, that the geographic coverage of the market surveys should, whenever possible, be extended to areas other than Western Europe. In this connexion, special reference was made to Eastern European countries and developing countries. It will be seen from the tabulated statement of the major projects completed in 1969 that this recommendation has been followed by the Centre in carrying out its work programme.

Major Projects Included in the Regular Work Programme and Budget for 1969 which have been Completed in 1969

Title	Remarks
The market for Industrial Coffee in Eastern and Western Europe (twenty-one markets)	Continuing project from 1968, published in three languages.
Major markets for Table Wines in Western Europe	Continuing project from 1968, published in three languages.
Major markets for Frozen Food in Western Europe	Continuing project from 1968, published in three languages.
The market for Selected Manufactured Products from Developing Countries	Continuing project from 1968, undertaken originally on the basis of Brazilian export potentialities, and published in twenty-one separate market reports in three languages. This project has been financed partly by a contribution of the Brazilian Government. (Twelve reports completed in 1969 and the remaining nine to be completed in early 1970. These are: Saudi Arabia, Kuwait, Bahrein, Trucial States, Qatar, Iran, Republic of China, Hong Kong and Morocco)
- idem in Senegal	
- idem in Libya	
- idem in Ivory Coast	
- idem in Cameroon	
- idem in Ghana	
- idem in Malaysia	
- idem in South Africa	
- idem in Singapore	
- idem in Liberia	
- idem in Thailand	
- idem in the Philippines	
- idem in Nigeria	
Markets for Spices in North America, Western Europe and Japan	Study to be published in three languages in early 1970.
Market for Selected Electrical Household Appliances in Greece, Portugal, the United Kingdom and Yugoslavia	Study to be published in three languages in early 1970.

Projects included in the Regular Work Programme and Budget for 1969 which have been discontinued, dropped or postponed.

Nil.

Major Projects in the Regular Work Programme and Budget for 1970 and 1971

The second session of the Joint UNCTAD/GATT Advisory Group had recommended that major market surveys on the following products should be carried out during 1970:

- Plastic and wooden toys
- Rubber and plastic footwear
- Handcrafted precious metals
- Selected processed vegetable and animal products

In the light of the requests for market information received during 1969 and bearing in mind the development of export potential in a number of developing countries, the Centre suggests that the Advisory Group reconsider the products that are to be the subject of major market surveys to be undertaken in 1970 and 1971. To facilitate the task of the Advisory Group the Centre gives below a list of products from which the major market surveys for 1970 and 1971 might be chosen by the Advisory Group.

Group I

Agricultural products:

- Edible nuts
- Citrus and fruit juices
- Honey; bees' wax
- Other processed vegetable or animal products (to be determined by the Advisory Group)

Group II

Light industry products:

- Plastic and wooden toys
- Rubber and plastic footwear
- Handcrafts (to be determined by the Advisory Group)

Group III

Minerals, metals, engineering products:

- Hand tools (mechanical)
- Pleasure boats
- Machine tools

Group IV

Chemical and pharmaceutical products:

- Vegetable tanning extracts
- Gums
- Selected textile fabrics (to be determined by the Advisory Group)
- Paints and varnishes

The Market Research Service, which in terms of staff is the largest of the Centre's services, is the only one which does not have provision for a Chief Officer at P.5 level. The explanation for this organizational deficiency lies in the fact that at a time when the requests for market information constituted the major demand made upon the Centre, the Deputy Director supervised this service in addition to his other responsibilities. The Advisory Group will appreciate that it is no longer possible to continue this arrangement on account of the increasing responsibilities that the Office of the Director must bear in regard to the overall direction of the Centre and the programming and supervision of assistance projects. Hence an officer at P.5 level, who will not be directly involved in day-to-day operations of the four specialized groups is needed to function as Chief of the Market Research Service. This post will also be useful to enable the Market Research Service to co-ordinate its activities more closely with the other services of the Centre in pursuance of the Centre's new objectives.

Projects in the Regular Work Programme and Budget for 1969, 1970, 1971 and 1972

	Professional man-months required			
	1969	1970	1971	Estimates 1972
Continuing basic research within the four specialized groups (study of published information material relevant to each group)	6	18	18	18
Major sectoral market surveys on products of export interest to several developing countries. (four per year - one per specialized group)	78	56	48	48
Short market reports and ad hoc information in response to country requests (including servicing of the Inquiry Reply Services of OECD and UNIDO)	48	54	54	54
Support to Training Service (e.g. lectures, programming of supply factor studies and market studies for training groups)	18	30	30	30
Support to TPAS for planning of market studies within package assistance programmes	6	16	24	24
Planning and supervising the execution of market surveys financed by United Nations Technical Co-operation programmes and voluntary contributions, not included in package programmes.	12	18	30	30
Total professional man-months	168	192	204	204
Officers loaned by governments at their expense[1]	60	60	60	60
ITC Budget	108	132	144	144
(Years)	(9)	(11)	(12)	(12)

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[1] Assuming that five Research Officers will continue to be seconded by governments in 1971 and 1972. Officers loaned by following governments in 1969: Austria, Denmark, Finland, Norway, Switzerland

BUDGETARY REQUIREMENTS

	1969 revised appropriation $	1970 appropriation $	1971 estimates $	1972 planning estimates $
Established staff	171,400	218,300	246,100	303,000
Consultants and temporary staff	1,000	2,500	2,500	2,500
Travel on official business	39,800	25,000	25,000	25,000
Printing				
Other expenses				
Total	212,200	245,800	273,600	330,500

STAFFING PROVISIONS

	Professional and above							General service		
	D-2	D-1	P-5	P-4	P-3	P-2/P-1	Total	Secretaries	Clerks	Total
1972			1	4	2	5	12	4	5	9
1971			1	4	2	5	12	4	5	9
1970				4	2	5	11	4	5	9
1969				3	3	3	9	4	7	11

PROJECTS FINANCED FROM EXTRA-BUDGETARY RESOURCES

(i) Major Projects Completed in 1969

Major markets for Selected Leather Goods in North America and Western Europe (SIDA)	Study to be published in three languages in early 1970.
Indian Engineering Studies (SIDA)	
The markets for Indian Railway Products in selected East African and West Asian countries (Part I)	Study to be completed in late 1969 and published in the English language only, in early 1970.
idem - North America (Part II)	Study to be completed in late 1969 and published in the English language only, in early 1970.
The markets for Indian Automotive Parts in selected East African and West Asian countries (Part III)	Study to be completed in late 1969 and published in the English language only, in early 1970.
idem - in North America (Part IV)	Study to be completed in late 1969 and published in the English language only, in early 1970.
The markets for Oriental Carpets in Western Europe and North America (SIDA)	Continuing project from 1968, published in English in three volumes in 1969. French translation to be published in early 1970. Extracts of this survey covering France, the Federal Republic of Germany, Switzerland and the United States were published in Farsi in roneoed form.
Export marketing of Hand-knotted Carpets produced in Afghanistan (Government of Afghanistan/SIDA)	Roneoed special report in English for the Afghan authorities. Translation into Dari is scheduled for early 1970.

The position of Iranian Carpets on the export markets (SIDA)	Roneoed special report in French for the Iranian authorities.
The position of Pakistan Carpets on the export markets (SIDA).	Roneoed special report in English for the Pakistan authorities
Overseas export possibilities for Latin American Forest Industry Products (SIDA)	Three wood products on five markets have been surveyed: this report is being presented to the FAO/ECLA/UNIDO Forest Industries Advisory Group for Latin America.
Market and Trade Potential for Selected Products in the RCD Countries (Iran, Pakistan and Turkey) United Nations Technical Co-operation programmes	Report presented to the UNCTAD for inclusion in a study on Economic Co-operation between the RCD countries.

(ii) Current Projects, 1969 and 1970

To be financed from voluntary contributions and United Nations Technical Co-operation programmes.

1. Individual market surveys
    - market survey for selected preserved tropical fruit (SIDA)
    - study of the Nordic markets for selected products imported from developing countries (SIDA)
    - selected markets for Latin American Forest Industries Products (continuation)
    - market survey of selected hand-made textile articles for home decoration (SIDA)
    - market survey of articles of handcrafted semi-precious stones (SIDA)
    - export marketing of Cuban Rum products (SIDA and Government of Cuba)
    - survey of Rum markets for Trinidad and Tobago (Government of Trinidad and Tobago)

EXPORT PROMOTION TECHNIQUES RESEARCH SERVICE

DEFINITION OF PROGRAMME, BASIC AIMS AND OBJECTIVES

The aim of this Service is to carry out research on export promotion organization and techniques for both public and private sectors. This involves a study of the practices and experience in developed as well as developing countries through desk and field research. The object of these studies is to adapt methods that have been successfully employed in certain countries to the needs of other countries with varying resource and personnel availabilities, at varying stages of development, and with different mix of trade promotion problems.

The results of this research are utilized in three ways:

1. For the briefing of trade promotion advisors and experts sent out by the Centre to developing countries.

2. For presentation at the Centre's export promotion training courses.

3. For publication in the FORUM or in handbook form, so that this knowledge is disseminated as widely as possible to those involved in trade promotion in the developing countries.

In the context of the Centre's changing rôle, provision is made in the regular budget for printing only two handbooks and the FORUM.

PROJECTS INCLUDED IN THE REGULAR WORK PROGRAMME AND BUDGET FOR 1969 WHICH HAVE BEEN COMPLETED IN 1969

Research and preparation of material for:

I. Four issues of the FORUM and one Supplement.

II. Handbooks and directories: [1]

1. The Rôle of the Freight Forwarder in Developing Countries [a]
2. Multinational Product Promotion
3. The Organization of Trade Missions [b]
4. World Directory of Industry and Trade Associations [c]

Projects included in the Regular Work Programme and Budget for 1969 which have been discontinued, dropped or postponed

Technical handbook: - Export Promotion by Private Sector Organizations [d]
(to be completed in 1970)

FORUM: This was a transitional year when 4 issues of the FORUM and 4 of the Supplement were being changed to six enlarged issues of the FORUM

Projects started and due for completion in 1970 [2]

1. Exporting to Eastern Europe: A Guide to Marketing Techniques
2. Export Promotion by Private Sector Organizations
3. Organization and Management of Joint Export Marketing
4. A Directory of Product and Industry Journals

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[1] Research done by professional staff seconded by:

a) the Irish Export Board
b) the United States Government
c) the Swedish International Development Authority (SIDA).
d) the Barcelona Chamber of Commerce

[2] Research partially financed by SIDA.

PROJECTS TO BE INCLUDED IN THE PROGRAMME FOR 1971

The list of research subjects below is given for the consideration of the Advisory Group. With the present regular staff of the service, it will not be possible to handle more than two projects in any one year (unless further projects are financed wholly or partly by voluntary contributions). The Advisory Group might wish to make recommendations regarding the subjects to be selected for two handbooks.

1. A study of how trade promotion institutions in developing countries should organize a flow of relevant commercial information to exporters. It would cover the acquisition, stocking, retrieval and dissemination of such information.

2. A study of export publicity methods that could be used by trade promotion institutions and exporting enterprises in developing countries. Making use of case material, it would include an examination of how to handle relationships with advertising agencies

3. A study on simplification of export documentation; the action currently being undertaken by various national and international bodies particularly ECE to bring about improvements; and what developing countries themselves can undertake in this field to their advantage.

4. The compilation of a directory of trade and economic journals with country or regional coverage. This would complement the directory of journals dealing with products and industries now being compiled.

5. The compilation of a bibliography of works on international marketing that would be useful for trade promotion officials and exporters, and would help to avoid duplicating research work that has already been carried out.

6. A study of export finance procedures to show how developing countries could improve their present procedures and give exporters a better service. Export credit guarantee schemes would be included.

Projects in the Regular Work Programme and Budget for 1969, 1970, 1971 and 1972

	Professional man-months required			
	1969	1970	1971	Estimate 1972
Researching and editing material for the FORUM	11	11	11	11
Researching and editing material for handbooks financed under the regular budget	20	12	12	18
Supervision of research projects financed from voluntary contributions (see below)	4	5	1	1
Support to Training Service (giving lectures, organizing seminars, preparing course material)	2	2	3	6
Support to TPAS (preparing background material and briefs for missions, undertaking missions)	9	9	9	12
Total professional man-months	46	39	36	48
Officers loaned by governments at their expense [1]	10	3	-	-
ITC Budget	36	36	36	48
(Years)	(3)	(3)	(3)	(4)

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[1] Officer loaned in 1969 by the Barcelona Chamber of Commerce.

BUDGETARY REQUIREMENTS

	1969 revised appropriation $	1970 appropriation $	1971 estimates $	1972 planning estimates $
Established staff	55,100	72,000	84,600	101,500
Consultant and temporary staff	8,000	1,500	1,500	1,500
Travel on official business	5,000	2,000	2,000	2,000
Printing				
Other expenses				
Total	68,100	75,500	88,100	105,000

STAFFING PROVISIONS

	Professional and above							General service		
	D-2	D-1	P-5	P-4	P-3	P-2/P-1	Total	Secretaries	Clerks	Total
1972			1	2	1	-	4	3	-	3
1971			1	2		-	3	3	-	3
1970			1	-	2	-	3	3	-	3
1969			1	-	2	-	3	3	-	3

RESEARCH PROJECTS FINANCED FROM EXTRA-BUDGETARY RESOURCES

Completed in 1969:

1. Compilation of an Annotated Bibliography of Market Surveys by Products and Countries

2. Compilation of a Guide to Sources of Information on Trade Regulations

To be completed in 1970:

Research and editing of material on the following subjects:

1. Official Commercial Representation Abroad
2. Product Design for Export Markets
3. Packaging and Packing for Export Markets
4. A Functional Analysis of Export Promotion Systems
5. Standardization and Quality Control for Export
6. Participation in, and Organization of, Trade Fairs and Exhibitions

All the above projects are financed by the Swedish International Development Authority (SIDA).

TRAINING SERVICE

DEFINITION OF PROGRAMME, BASIC AIMS AND OBJECTIVES

A primary aim of the International Trade Centre is to establish, develop or strengthen the trade promotion services in developing countries. The training programme of the Centre is an instrument in achieving this aim by assisting in the creation of cadres of staff qualified in export promotion and marketing. In the attainment of this objective, the Service makes available to personnel from developing countries a range of courses, seminars, and symposia in these fields. Training courses are organized both for the trade service staffs and export executives of individual countries and of countries forming sub-regional and regional groupings, and are presented both in the requesting countries and in Geneva and elsewhere in Europe.

All training courses, seminars and symposia organized and conducted by the Centre are financed from United Nations Technical Co-operation programmes or voluntary contributions. The rôle of the regular staff of the Training Service is to programme and assist in the execution of these courses and seminars i.e. formulation of programmes and curricula, selection of candidates, conducting lectures and tutorials, and overall supervision of courses.

In the presentation of its programmes, the Training Service has the assistance of specialist staff in various fields of export promotion and marketing from the other Services of the Centre. Specialist lecturers from outside the Centre are recruited for specific assignments as required in the courses so that these may be related as fully as possible to the participants' interest and needs. Courses and seminars include formal instruction and related project work in trade promotion techniques, the organization and administration of trade services, and marketing research.

The range of training courses, seminars and symposia presented in 1969 has been developed to implement the Advisory Group's recommendation that these facilities should be made available as a priority to personnel at:

(a) policy and decision-making levels in national export promotion programmes and services;

(b) middle grade level with responsibility for the implementation of national export promotion programmes;

(c) executive level in the business community with responsibilities in the development of foreign markets.

The overall objectives of the Centre's training programmes are:

(a) to train selected trade service staff and executives in the business community in those export marketing and promotion techniques of direct utility and relevance;

(b) to aid trade service staff and the business community to work jointly in the development of export markets;

(c) to improve the operational activities and effective use of trade service facilities, including co-operation between home office and foreign posts

(d) to improve the effectiveness of collaboration and communication between the trade service and the business community.

MAJOR TRAINING PROJECTS INCLUDED IN THE REGULAR WORK PROGRAMME AND BUDGET FOR 1969 WHICH HAVE BEEN COMPLETED IN 1969

Does not apply since all training courses, seminars and symposia are financed from United Nations Technical Co-operation programmes or voluntary contributions. These are listed on pages 39 to 40.

Work Programme for 1970, 1971 and 1972

The details of the training programme for 1970, all of which will be financed by extra-budgetary resources are given on pages 41 to 43. The Centre will be responsible for the planning, programming and evaluation of these courses.

Projects in the work programme and regular budget for 1969, 1970, 1971, 1972

	Professional man-months required			
	1969	1970	1971	Estimates 1972
Basic studies in training needs and methodology	4	4	4	4
Lectures and tutorials at training courses and seminars	10	15	15	15
Courses administered by the Centre				
(a) Programming and supervision of uni-national, multinational and regional training courses and seminars financed from UNDP/Technical Assistance Sector	20	27	27	27
*(b) Programming and supervision of uni-national multinational and regional training courses, and seminars financed from UNDP/Special Fund and voluntary contributions, (some of them form part of package assistance programmes)	12	12	12	12
Courses administered by other bodies				
Support to courses administered by other bodies (e.g. in preparation of course curricula, recruitment of candiates etc.)	2	2	2	2
Total professional man-months	48	60	60	60
Officers loaned by governments at their expense[1]	12	12	12	-
I.T.C. Budget	36	48	48	60
(Years)	(3)	(4)	(4)	(5)

* Note: Overhead contributions to the Centre from projects financed by voluntary contributions and also, eventually by UNDP/Special Fund should go a considerable way to meeting the cost of back-stopping these projects; consequently only a limited provision is made in the regular budget for this purpose.

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[1] One officer loaned in 1969 by Belgium.

BUDGETARY REQUIREMENTS

	1969 revised appropriation US$	1970 appropriation US$	1971 estimates US$	1972 planning estimates US$
Established staff	42,200	68,700	85,600	135,000
Consultants and temporary staff	1,000	2,000	2,000	2,000
Travel on official business	-	2,000	2,000	2,000
Printing	-	-	-	-
Other expenses	-	-	-	-
Total	43,200	72,700	89,600	139,000

STAFFING PROVISIONS

	Professional and above							General service		
	D-2	D-1	P-5	P-4	P-3	P-2/P-1	Total	Secretaries	Clerks	Total
1972			1	1	2	1	5	2	1	3
1971			1	1	1	1	4	1	1	2
1970			1	1	1	1	4	1	1	2
1969			--	1	1	1	3	1	1	2

PROJECTS FINANCED FROM EXTRA BUDGETARY RESOURCES

1. Projects completed in 1969 (in chronological order)

A. Projects financed by developed countries and administered solely by ITC or in co-operation with donors

Title of programme	Sponsor	Source of finance	No. of participants	Duration (weeks)
Seminar Export Techniques (Tanzanian exporters)	ITC/Swedish International Development Authority (SIDA) Dar-es-Salaam (May)	SIDA	15	1
Training Course Trade Promotion (for Ceylonese Trade Service)	ITC/Danish Board of Technical Co-operation (DBTC) Geneva (July-October)	DBTC	24	12
Training Course Trade Promotion (for East African Sub-region officials)	ITC/Swedish International Development Authority (SIDA) Geneva (July-October)	SIDA	24	12
Seminar Export Promotion (Venezuela trade officials)	ITC/Central Bank of Venezuela/NORAD[1] Caracas (August)	Central Bank of Venezuela/ NORAD	20	4
Seminar Export Promotion (Colombian Trade Officials)	ITC/NORAD (August)	NORAD	20	2
Seminar Export Promotion (Chilean trade officials)	ITC/ECLA/Netherlands NORAD Santiago (September)	Netherlands/ NORAD	20	2
Seminar Export Promotion (Peruvian trade officials)	ITC/NORAD Lima (September)	NORAD/ Netherlands	20	2

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[1] NORAD - Norwegian Agency for International Development.

Title of programme	Sponsor	Source of finance	No. of partici-pants	Duration (weeks)
Training Course Export Promotion (for public and private sector trade officials and service officers, Tunisia)	ITC/Swedish International Development Authority (SIDA) Tunis (August)	SIDA	20	5
Seminar Conduct of Trade Fairs and Missions (Public and private sector)	ITC/Swedish International Development Authority (SIDA) Sweden (October)	SIDA	20	2
B. Projects financed by UNDP and administered by ITC				
Training Course Trade Promotion (Malaysian Trade Service)	ITC Geneva (March-May)	UNDP	20	12
Training Course Trade Promotion (the Philippine Trade Service)	ITC Geneva (April-June)	UNDP	20	12
Training Course Trade Promotion (middle-level trade officials)	Danish Board of Technical Co-operation (DBTC/ITC) Copenhagen (August-October)	UNDP Danish Programme	20	10
Symposium Trade Promotion (senior-level officials)	ITC/Danish Board of Technical Co-operation (DBTC) Copenhagen (November)	UNDP Danish Programme	20	2
C. Projects financed and administered by donors in developed countries				
Training Course Trade Promotion (trade officials)	United Kingdom Board of Trade London (April-July)	United Kingdom Ministry of Overseas Development	18	12
Training Course Trade Promotion (senior officials)	Government of Japan Tokyo (May-July)	Government of Japan	15	6

Title of programme	Sponsor	Source of finance	No. of participants	Duration (weeks)
Training Course Export Banking (bank and trade officers of Latin America)	Italian Institute for Industrial Reconstruction (IRI + ICE) (October-May)	IRI	6	28
Fellowships Trade Promotion	Government of Finland (Helsinki School of Economics) (October-December)	Government of Finland	8	12

2. Projects for 1970 [1]

Title of programme	Sponsor	Source of finance	No. of participants	Duration (weeks)
Training Course Export Promotion (French-speaking African trade officials)	ECA/ITC Addis Ababa Geneva	UNDP	20	12
Training Course Export Promotion (English-speaking African trade officials)	ECA/ITD Addis Ababa Geneva	UNDP	20	12
Training Course Export Promotion (Latin-American trade officials)	ECLA/ITC Santiago Geneva	UNDP	20	12
Training Course Export Promotion (Asian and Far East Trade officials)	ECAFE/ITC Bangkok Geneva	UNDP	20	12
Training Course Export Promotion (Pakistan Trade Service)	ITC/Swedish International Development Authority (SIDA) Geneva (March/May)	SIDA	22	12

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[1] In view of the continuous programme procedure now in force for the Technical Assistance component of the UNDP, and of the project approach which characterizes the Special Fund component, it is possible to give only a general picture of the programme for the year ahead on the basis of information available at the time of preparing the report. Additional projects which might be reported by Governments would be the object of technical scrutiny by the Centre, as described on page 15 above.

Title programme	Sponsor	Source of finance	No. of participants	Duration (weeks)
Training course Export Promotion (Caribbean Trade Officials)	ITC/Swedish International Development Authority (SIDA)/ECLA Trinidad and Tobago Port-of-Spain	SIDA	20	4
Training Course Export Promotion (Latin-American Trade Officials)	ITC/Swiss Federal Council for Technical Cooperation (FCTC) St. Gall and Geneva (August-October)	FCTC	24	8
Training Course (2) (African business executives/Marketing Board Officials)	ITC/Swedish International Development Authority (SIDA) Geneva (July-October)	SIDA *	40 (2x20)	12 (2x6)
Seminar Export Promotion (Asian and Far East senior-level officials)	ECAFE/ITC 4 countries ECAFE Region	UNDP *	80	15
Seminar Trade Promotion Techniques (Europe based African Commercial Attachés)	ITC/Swedish International Development Authority Geneva (February)	SIDA	20	2
Seminar Export Promotion (Europe based Colombian Trade Officers)	Colombia/ITC/NORAD Geneva (February)	Colombia/NORAD	15	1
Seminar Export Promotion (Europe based Pakistan Trade Service Officers)	ITC/Swedish International Development Authority (SIDA) Geneva (May)	SIDA *	20	2

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* NOTE: Final decisions regarding financing of these and additional projects have not yet been communicated to the Centre.

Title programme	Sponsor	Source of finance	No. of participants	Duration (weeks)
Seminar Trading Techniques (Tanzania Business Executives)	ITC/Swedish International Development Authority (SIDA) Dar-es-Salaam (May)	SIDA	20	2
Symposium Export Promotion (senior-level African Trade Officials)	ECA/ITC/Swedish International Development Authority (SIDA) Addis Ababa	SIDA	20	2

TRADE PROMOTION ADVISORY SERVICE

DEFINITION OF PROGRAMME, BASIC AIMS AND OBJECTIVES

The Trade Promotion Advisory Service responds to requests from developing countries for assistance in establishing or improving their export promotion programmes, institutions and services. Long-term expert assistance to countries in specific fields is financed from the United Nations Technical Co-operation programmes and voluntary contributions. The function of the base staff of the Trade Promotion Advisory Service is to help countries that request assistance to define their needs precisely and to formulate viable assistance projects for submission to the financing agencies. The Centre assists in finding the finance, and when a financing agency agrees to fund a project, the base staff of the Trade Promotion Advisory Service supervise the execution of the project, which is carried out with experts specially recruited.

The work involved in the formulation of an assistance project for a country, the supervision of its execution and its evaluation, has been described in pages 14 to 16. Most of this work is carried out by the staff of the Trade Promotion Advisory Service. Their functions briefly are as follows:

(a) to process requests from developing countries with a view to defining precisely the needs of the requesting country; this includes, in addition to desk work, carrying out fact-finding and advisory missions in developing countries requesting assistance;

(b) to assist in securing financing for assistance projects;

(c) to assist in the recruitment of experts;

(d) to supervise the execution of assistance projects; this includes the briefing and de-briefing of experts sent on missions; maintaining contact with experts while on mission, following their periodic reports, providing them with advice and assistance as required; and to evaluating the results achieved;

(e) in connexion with country or regional projects, to maintain liaison with the ministries concerned with a project, the UNDP Resident Representatives' other agencies participating in the United Nations Export Promotion Programme for which a project is of interest, including the United Nations Regional Economic Commissions.

Multinational Product Promotion activities of the Centre which were being dealt with in the Market Research Service have been transferred to the Trade Promotion Advisory Service. The projects for multinational product promotion will be financed from extra-budgetary resources but the Centre will be responsible for the planning, supervision and substantive support of these activities.

The Trade Centre's study on "Multinational Product Promotion" was completed in 1969. This study establishes the rationale for concerted action on the part of developing countries in the field of sales promotion against the background of the special trade needs and commodity problems of the developing countries on the one hand, and the exigencies of the contemporary marketing processes on the other. The study also surveys the evolution of various joint and generic promotion schemes which presently exist both within the international commodity arrangements and intergovernmental agreements, as well as under less formal multinational arrangements.

Whereas during 1968 and early 1969 the Centre's activities were mainly research oriented since the feasibility of consumer oriented collective sales promotion techniques had hitherto remained an uncharted aspect of export promotion, the need for operational assistance came sharply into focus since a number of requests for assistance and advice in the formulation of promotional strategies had been received by the Centre. As a result the emphasis of the Centre's activities in this field has shifted from research and studies to operational activities and technical assistance. Preparatory work has been commenced with regard to:

(a) multinational promotion of African groundnut products in Western European markets - requested by African Groundnut Council;

(b) establishment of a tropical timber bureau - in collaboration with FAO;

(c) multinational promotion of natural rubber - in collaboration with ECAFE

(d) joint tea promotion by producing countries - in collaboration with FAO;

(e) the feasibility of an international centre for jute and kenaf - in collaboration with FAO and UNIDO.

Major Projects Included in the Regular Work Programme and Budget for 1969 which have been Completed in 1969

Title		
Fact-finding missions (21) (exploratory missions, to define the export promotion problems and technical assistance needs of the requesting country)	Algeria Argentina Brazil Cameroon Congo (Kinshasa) Chile Colombia India Iran Ivory Coast	Mexico Nepal Pakistan Peru Senegal Sudan Syria Tunisia Turkey Uruguay Venezuela
Advisory missions (2)	Ceylon	To advise the Government on export promotion problems
	Philippines	To advise the Government on the preparation of a Special Fund Project for export promotion
Joint missions (1) (inter agency missions to define assistance programmes and ascertain how, in specific and appropriate ways the United Nations organizations concerned could best co-operate further in their efforts to promote exports).	Turkey ECE/ITC mission to assess problems encountered in the field of export promotion and marketing and the relevant types of technical assistance required in this field.	

Major Projects Included in the Regular Work Programme and Budget for 1969 which have been Discontinued, Dropped or Postponed

Nil

Work Programme for 1970, 1971 and 1972

It is expected that the Trade Promotion Advisory Service will be responsible for eight new package assistance programmes during 1970 and twelve package assistance programmes during 1971, in addition to planning such programmes for subsequent years, and carrying out other advisory missions. Since long-term projects of more than a year's duration have a cumulative effect on the work load of the Service it will be necessary to strengthen the base staff of the Service during

1971/1972. For 1971, two Research Economists P3 have been requested to enable three teams (each consisting of a Trade Promotion Adviser and a Research Economist) to be set up to deal with requests from the three developing regions. In the absence of the Trade Promotion Adviser on missions, the second officer has to carry out the day-to-day office responsibilities, and also attend to the incoming correspondence and reports from technical assistance missions already active in the field.

Projects in the Work Programme and Regular Budget for 1969, 1970, 1971, 1972

	Professional man-months required			
				Estimate
	1969	1970	1971	1972
Screening and evaluation of new requests at head office; preparation of briefs for fact-finding and advisory missions and reports to governments; other related work	34	34	40	46
Fact-finding and advisory missions to assist in redefining requests and formulating national or multinational assistance programmes for submission to the financing agencies	22	22	25	29
Backstopping of UNDP/Technical Assistance projects during the execution of these projects	17	17	19	22
Backstopping of projects financed by UNDP/Special Fund and voluntary contributions during the execution of these projects	1	1	2	2
Backstopping of other Centre activities	10	10	10	10
Total professional man-months	84	84	96	108
(years)	7	7	8	9
Officers loaned by governments at their expense [1]	24	24	12	12
ITC Budget	60	60	84	96
(Years)	(5)	(5)	(7)	(8)

Note: Overhead contributions to the Centre from projects financed by voluntary contributions and also eventually by UNDP/Special Fund should go a considerable way to meeting the cost of back-stopping these projects; consequently only a limited provision is made in the regular budget for this purpose.

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[1] Officers loaned by: Norway and the Federal Republic of Germany

BUDGETARY REQUIREMENTS

	1969 revised appropriation $	1970 appropriation $	1971 estimates $	1972 planning estimates $
Established staff	91,400	110,700	132,000	154,000
Consultants and temporary staff	11,000	1,000	1,000	1,000
Travel on official business	19,000	6,000	6,000	6,000
Printing	-	-	-	-
Other expenses	-	-	-	-
TOTAL	121,400	117,700	139,000	161,000

STAFFING PROVISIONS

	Professional and above							General service		
	D-2	D-1	P-5	P-4	P-3	P-2/P-1	Total	Secretaries	Clerks	Total
1972			1	4	3	-	8	3	-	3
1971			1	3	3	-	7	3	-	3
1970			1	3	1	-	5	3	-	3
1969			1	3	1	-	5	2		2

EXTRA-BUDGETARY RESOURCES

Major Projects Completed in 1969

Title		
Fact-finding missions (3)	Central American Common Market	(SIDA)
	Viet-Nam (NORAD)	
	Jamaica (Canada)	
Joint missions (1) (inter-agency missions to define assistance programmes and ascertain how, in specific and appropriate ways, the United Nations organizations concerned could best co-operate further in their efforts to promote exports)	Argentina	Four-man mission for the promotion of selected manufactures in co-operation with UNIDO
Package assistance projects (2) (teams of two-three experts covering all trade promotion activities)	Tanzania	Three elements of the package programme were completed in 1969, i.e. Trade Statistics expert, Textile Design expert, training seminar (SIDA).
	Tunisia	Part completed in 1969; training programme and Expert to participate in seminar on the rôle of commercial attachés in promotion of exports (SIDA)
Advisory missions (16) (medium and long-term consultant missions)	Afghanistan	General Trade Promotion Adviser (SIDA)
	Algeria	Expert in trade channels (UNDP)
	Colombia	General Trade Promotion Adviser (UNDP) Expert in costing and pricing (NORAD) Counsel on establishment of in-service training programme (NORAD/ECLA)
	Cuba	Study of promotional methods for Cuban rum and liquors (SIDA and CUBA)
	Cyprus	General Trade Promotion Adviser (UNDP)

	ECA		Trade Promotion Adviser to assist in setting up the regional trade promotion centre (NORAD)
	Ethiopia		Trade Promotion Adviser to set up a Foreign Trade Organization (SIDA)
	Honduras		Trade Promotion Adviser (UNDP)
	India		Adviser on Development of Export Promotion Case Studies Adviser on Overseas Selling (UNDP)
	Ivory Coast		Trade Promotion Adviser to assist in formulating a UNDP/Special Fund Project (UNDP)
	Mauritania		General Trade Promotion Adviser (UNDP)
	Mexico		Adviser to the National Centre for Information on Foreign Trade (UNDP) Expert on export pricing, costing and quoting (NORAD)
	Venezuela		Adviser on export financing (NORAD/ECLA) Expert in infra-structural export promotion services (NORAD/ECLA)
	Asian land-locked countries (Afghanistan, Nepal and Laos)		Adviser on the export promotion problems of these land-locked countries (Swiss Technical Co-operation)
Product Promotion Missions	Cameroon Gabon Nigeria Ghana Ivory Coast	SIDA	Joint ITC/FAO exploratory mission to West African countries in connexion with the proposal to establish a Tropical Timber Bureau
	Malaysia		Exploratory mission to Malaysia on the feasibility of joint promotion for natural rubber (SIDA)

Continuing and New Projects for 1970 [1]

Title		
Fact-finding missions (4)	Algeria	(UNDP)
	Bolivia	(NORAD
	Iraq	(SIDA)
	Uganda	(SIDA)
Regional exploratory missions (1)		UNIDO/ITC/ECA Joint Exploratory Mission to Maghreb countries to identify their technical needs for promotion of manufactures and semi-manufactures (UNDP/ITC/UNIDO)
Package assistance projects (10)	Algeria	UNDP/ITC mission scheduled early 1970 to study the basic promotional requirements and make recommendations for a comprehensive programme as a Special Fund project.
	Chile	A comprehensive programme of assistance including an Export Promotion Adviser, Export Marketing Specialist, National Training Course, and Market Research Studies (UNDP/SF)
	Jamaica	A comprehensive programme of assistance covering a study of institutional aspects, a survey of export potential and markets, and a training course (SIDA)
	Pakistan	The main fields presently covered by this programme are: training programmes, market research, packing and packaging, the establishment of an institute of foreign trade and related activities to the above (SIDA)
	Peru	One trade promotion adviser. Two marketing specialists Training course Market Research Studies (NORAD/UNDP)
	Tanzania	The package assistance will continue through 1970 (SIDA)

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[1] In view of the continuous programming procedures now in force for the Technical Assistance component of the UNDP, and of the project approach which characterizes the Special Fund component, it is possible to give only a general picture of the programme for the year ahead on the basis of information available at the time of preparing the report. Additional projects which might be reported by Governments would be the object of technical scrutiny by the Centre, as described on page 15 above.
Final decisions regarding financing of certain projects have not yet been communicated to the Centre.

Tunisia	The package assistance programme already started will continue through 1970: Two Advisers on export promotion and marketing; market research (SIDA)
Uganda	ITC adviser, one fact-finding mission to assess the technical assistance needs in the field of export promotion and marketing, to formulate a continuing programme of assistance during the initial years (SIDA)
Uruguay	Fact-finding mission Export promotion adviser Export marketing specialist Two Training Courses (one national training course and one for Europe-based trade commissions) Symposium in Montevideo Market research studies (NORAD/UNDP)
Philippines	Package programme to improve national export promotion services, establish and implement export promotion programme (UNDP/SF)

Advisory missions (20)

Four started in 1969

Afghanistan	Carpet marketing expert (SIDA)
CACM	Training Adviser (NORAD)
Mauritius	Expert in international marketing (UNDP)
Indonesia	Export promotion adviser (UNDP)

Sixteen to start in 1970

Afghanistan	Trade promotion adviser (SIDA)
Botswana/Lesotho	Handicrafts packaging and marketing expert (SIDA)
Cameroon	Trade promotion adviser
Ceylon	Senior trade promotion adviser (UNDP)
Chile	Expert in foreign trade (UNDP)
Congo (Kinshasa)	Trade promotion adviser
Costa Rica	Export promotion adviser (UNDP)

Honduras	Foreign trade expert (UNDP)
India	Trade and distribution expert Adviser on pricing and costing (UNDP)
Iran	Export promotion adviser (UNDP
Liberia	Expert in trade promotion and marketing (UNDP)
Nicaragua	Adviser in international marketing
Senegal	Trade promotion adviser
Syria	Adviser in trade promotion and marketing
Turkey	Two experts to study the creation of a foreign trade institute

In the multinational product promotion field, work on the following projects which commenced in 1969, will be continued in 1970; this will involve advisory missions to interested countries:

(a) establishment of a Tropical Timber Bureau - in collaboration with FAO (SIDA);

(b) multi-national promotion of natural rubber - in collaboration with ECAFE (SIDA);

(c) joint tea promotion by producing countries - in collaboration with FAO;

(d) the feasibility of an international centre for jute and kenaf - in collaboration with FAO and UNIDO

B. SERVICES COMMON TO ALL ACTIVITIES

PUBLISHING SERVICE

DEFINITION OF PROGRAMME, BASIC AIMS AND OBJECTIVES

The Publishing Service has a dual responsibility: first, it is responsible for the final-editorial scrutiny of the text of all publications, in three working languages, to ensure that the text conforms to established policy directives and also to rules and practices that are in force to ensure uniformity of standards and presentation; secondly, this Service is responsible for the production in printed form of the FORUM, technical handbooks, market surveys, and material required for training courses.

These responsibilities of the Publishing Service, cover not only the FORUM and technical handbooks financed from the regular budget of the Centre, but also other publications financed from voluntary contributions.

The activities, provided under this service in 1971 reflect the work programme outlined above for the research and operational services. It includes the production of six issues of the International Trade FORUM and eight issues of the air-mailed version of the Centre's Commercial Policy Chronicle. Besides the periodicals, four major market surveys, some 25 mimeographed short market reports and two export promotion handbooks will be produced, as well as other printed material e.g. lecture notes for training courses.

The staff performing these functions have been separated from the former Publications Programme in view of the new orientation given to the work of the research editors involved in carrying out studies on export promotion techniques. Furthermore, like the Documentation Service, the Publishing Service serves all the services of the Centre.

The report of an evaluation of the publications of the Centre carried out by a specialized Swedish consultant firm (financed by SIDA) will be circulated as part of of the document on evaluation. The recommendations made by the consultant which will be presented to the Advisory Group have financial implications which are not provided for in the estimates that follow.

BUDGETARY REQUIREMENTS

	1969 revised appropriation $	1970 appropriation $	1971 estimates $	1972 planning estimates $
Established staff	35,000	44,000	55,100	67,000
Consultants and temporary staff	-	-	-	-
Travel on official business	-	-	-	-
Printing	89,500	93,600	93,500	98,000
Other expenses	16,500	12,500	11,500	11,500
TOTAL	141,000	150,100	160,100	176,500

STAFFING PROVISIONS

	Professional and above							General service		
	D-2	D-1	P-5	P-4	P-3	P-2/P-1	Total	Secretaries	Clerks	Total
1972				1	-	3	4	1	-	1
1971				1	-	2	3	1	-	1
1970				1	-	2	3	1	-	1
1969				1	-	1	2	1	-	1

B. SERVICES COMMON TO ALL ACTIVITIES

DOCUMENTATION SERVICE

DEFINITION OF PROGRAMME, BASIC AIMS AND OBJECTIVES

The Documentation Service provides support to all the substantive services of the Centre. The present functions of the Documentation Service are as follows: selection and acquisition of information material - books, periodicals, documents, reports, etc.; registration, cataloguing, classification and filing of incoming material; circulation among Centre staff of about 650 periodicals of which 450 are scanned by the staff of the Documentation Service to identify material relevant to work projects of the Centre; maintaining liaison with libraries for exchange purposes; supplying material for the research needs of the Centre staff. The demands on the Documentation Service have increased very substantially during 1969 on account of the growing needs of the substantive services of the Centre and because the Service has been used extensively by the groups of trainees at Geneva-based training courses.

Since these demands on the Documentation Service will continue to grow, and as it had become evident that the present organization and resources (both staff and finance for the purchase of information material) would be inadequate to meet these demands, the Centre obtained the services of a consultant to undertake a study of the Documentation Service and suggest improvements. The study had two objectives: (a) the reorganization of the Service within the budgetary provisions for 1969 and 1970, and (b) the development of the Service in the following years to enable it to meet foreseeable demands. The main recommendations of the consultant have already been referred to on Page 12 of this report. Apart from the suggestions regarding the system and procedures within the Documentation Service the main point of his recommendations was to decentralize documentation research by having the substantive research services undertake a part of this work. Arrangements have already been made to effect this change. The Centre is endeavouring to obtain unilateral contributions in order to implement the other recommendations made by the expert. It has therefore become necessary to provide additional resources to meet the increasing demands made on the Documentation Service as a result of the expansion in the activities of all other services, specially the Training Service. In particular, there is need for making a substantially increased provision for the purchase of information material.

BUDGETARY REQUIREMENTS

	1969 revised appropriation $	1970 appropriation $	1971 estimates $	1972 planning estimates $
Established staff	40,100	56,200	85,500	106,000
Consultants and temporary staff	1,000	2,000	2,000	2,000
Travel on official business	-	-	-	-
Printing	-	-	-	-
Other expenses	3,000	3,000	8,000	8,000
TOTAL	44,100	61,200	95,500	116,000

STAFFING PROVISIONS

	Professional and above							General service		
	D-2	D-1	P-5	P-4	P-3	P-2/P-1	Total	Secretaries	Clerks	Total
1972				1		1	2	3	6	9
1971				1		1	2	3	5	8
1970				1		1	2	2	4	6
1969				-		1	1	2	4	6

III. ADMINISTRATIVE AND COMMON SERVICES

DESCRIPTION OF ACTIVITIES

The major responsibilities are to provide the following services to the Centre:

(a) preparation of budgets;

(b) administration of finances and personnel, within budget allotments and other financial provisions, and in accordance with the Financial Regulations and Rules of the United Nations;

(c) recruitment of staff;

(d) purchase of supplies, arrangement of official transportation and other internal services;

(e) translation, revision and typing;

(f) reproduction and distribution of documents;

(g) sale and distribution of publications.

BUDGETARY REQUIREMENTS

	1969 revised appropriation $	1970 appropriation $	1971 estimates $	1972 planning estimates $
Established staff	162,100	192,800	211,900	234,000
Consultants and temporary staff	45,000	33,700	33,700	33,700
Travel on official business	-	-	-	-
Printing	-	-	-	-
Other expenses	74,900	63,000	95,900	115,300
TOTAL	282,000	289,500	341,500	383,000

STAFFING PROVISIONS

	Professional and above							General service		
	D-2	D-1	P-5	P-4	P-3	P-2/P-1	Total	Secretaries	Clerks	Total
1972				1	5	-	6	-	15	15
1971				1	5	-	6	-	15	15
1970				1	5	-	6	-	14	14
1969				1	5	-	6	-	14	14

Appendix A

SUMMARY OF BUDGETARY REQUIREMENTS

(net figures)

	1969 revised appropriation $	1970 appropriation $	1971 estimates $	1972 planning estimates $
I. EXECUTIVE DIRECTION AND MANAGEMENT				
Office of the Director	105,000	144,500	180,600	238,000
II. ACTIVITIES OF THE CENTRE				
A. MAIN FIELDS OF ACTIVITY				
Market Research Service	212,200	245,800	273,600	330,500
Export Promotion Techniques Research Service	68,100	75,500	88,100	105,000
Trade Promotion Advisory Service	121,400	117,700	139,000	161,000
Training Service	43,200	72,700	89,600	139,000
B. SERVICES COMMON TO ALL ACTIVITIES				
Publishing Service	141,000	150,100	160,100	176,500
Documentation Service	44,100	61,200	95,500	116,000
III. ADMINISTRATIVE AND COMMON SERVICES				
Administrative and other services	282,000	289,500	341,500	383,000
TOTAL	1,017,000	1,157,000	1,368,000	1,649,000

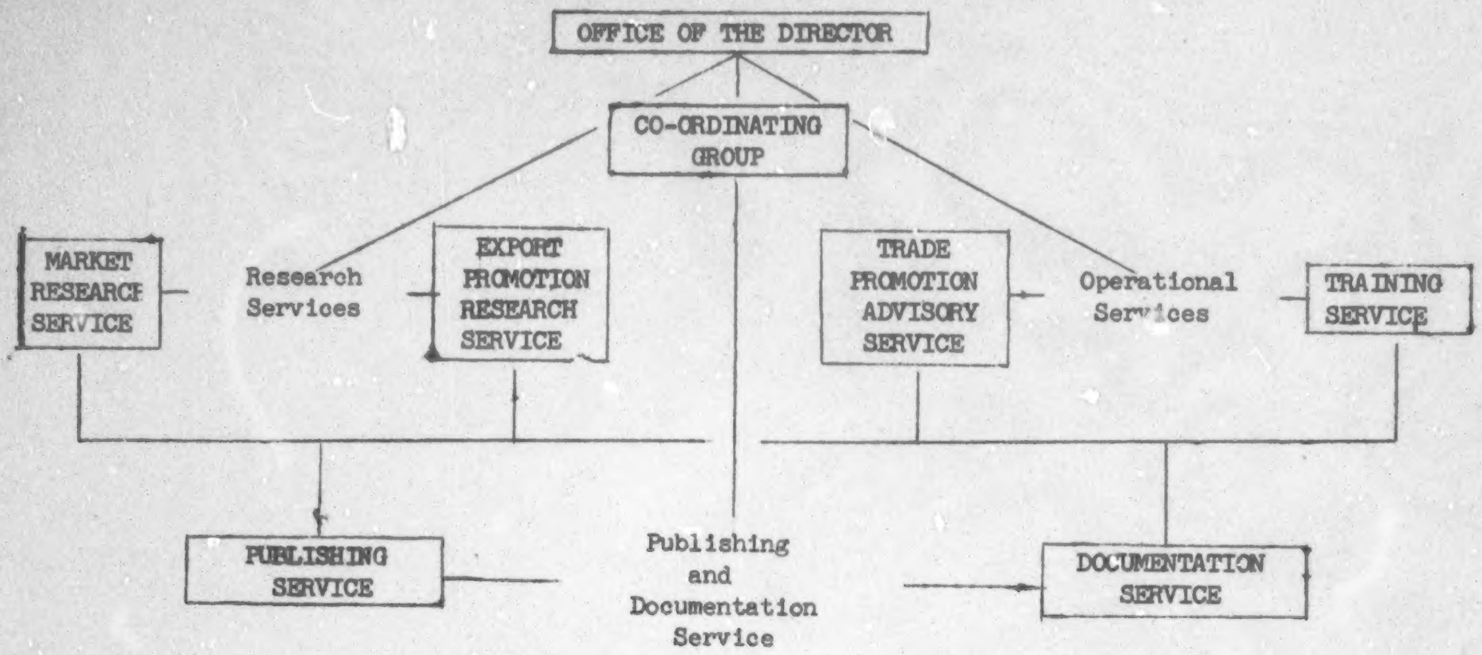
Appendix B

SUMMARY OF STAFFING PROVISIONS

			Professional and above	General service	Total
I. EXECUTIVE DIRECTION AND MANAGEMENT					
Office of the Director	1972	-	6	12	18
	1971	-	5	10	15
	1970	-	4	8	12
	1969	-	4	7	11
II. ACTIVITIES OF THE CENTRE					
A. MAIN FIELDS OF ACTIVITY					
Market Research Service	1972	-	12	9	21
	1971	-	12	9	21
	1970	-	11	9	20
	1969	-	9	11	20
Export Promotion Techniques Research Service	1972	-	4	3	7
	1971	-	3	3	6
	1970	-	3	3	6
	1969	-	3	3	6
Trade Promotion Advisory Service	1972	-	8	3	11
	1971	-	7	3	10
	1970	-	5	3	8
	1969	-	5	2	7
Training Service	1972	-	5	3	8
	1971	-	4	2	6
	1970	-	4	2	6
	1969	-	3	2	5
B. SERVICES COMMON TO ALL ACTIVITIES					
Publishing Service	1972	-	4	1	5
	1971	-	3	1	4
	1970	-	3	1	4
	1969	-	2	1	3
Documentation Service	1972	-	2	9	11
	1971	-	2	8	10
	1970	-	2	6	8
	1969	-	1	6	7
III. ADMINISTRATIVE AND COMMON SERVICES					
Administrative and other services	1972	-	6	15	21
	1971	-	6	15	21
	1970	-	6	14	20
	1969	-	6	14	20
TOTAL	1972	-	47	55	102
	1971	-	42	51	93
	1970	-	38	46	84
	1969	-	33	46	79

ANNEX A

ORGANIZATIONAL CHART OF THE INTERNATIONAL TRADE CENTRE


OFFICE OF THE DIRECTOR
CO-ORDINATING GROUP
MARKET RESEARCH SERVICE
Research Services
EXPORT PROMOTION RESEARCH SERVICE
TRADE PROMOTION ADVISORY SERVICE
Operational Services
TRAINING SERVICE
PUBLISHING SERVICE
Publishing and Documentation Service
DOCUMENTATION SERVICE